



presents 3rd

efc

europaean
**FESTIVAL
CONFERENCE**
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**November
20 - 23, 2019
Mas Salagros
EcoResort**



**EUROPEAN
CONFERENCE
FULLY
DEDICATED
TO FESTIVALS**

TODAY REPRESENTING OVER 90 MEMBERS FROM 28 COUNTRIES

AUSTRIA

- »FREQUENCY FESTIVAL
- »NOVA ROCK
- »SZENE OPEN AIR

BELGIUM

- »PUKKELPOP
- »ROCK WERCHTER

CROATIA

- »INMUSIC FESTIVAL

CZECH REPUBLIC

- »COLOURS OF OSTRAVA
- »ROCK FOR PEOPLE

DENMARK

- »AARHUS FESTUGE
- »NORTHSIDE FESTIVAL
- »ROSKILDE FESTIVAL
- »SKANDERBORG FESTIVAL (SMUKFEST)

FINLAND

- »ILOSAARIROCK
- »PROVINS
- »PORI JAZZ FESTIVAL
- »RUISROCK
- »SIDEWAYS FESTIVAL
- »TUSKA OPEN AIR METAL FESTIVAL
- »QSTOCK FESTIVAL

FRANCE

- »ALUNA FESTIVAL
- »LE PRINTEMPS DE BOURGES
- »LES RENCONTRES TRANS MUSICALES DE RENNES
- »ROCK EN SEINE
- »WE LOVE GREEN

GERMANY

- »DAS FEST
- »DEICHBRAND
- »FEEL FESTIVAL
- »FULL FORCE
- »HALDERN POP
- »HAPPINESS FESTIVAL
- »JUICY BEATS FESTIVAL
- »KOSMONAUT FESTIVAL
- »LOLLAPALOOZA BERLIN
- »MELT FESTIVAL
- »NATURE ONE
- »REEPERBAHN FESTIVAL
- »ROCCO DEL SCHLACKO
- »ROCK IM PARK
- »SPLASH
- »STADTPARK OPEN AIR
- »SUMMER BREEZE OPEN AIR
- »TAUBERTAL-FESTIVAL
- »WACKEN OPEN AIR

GREECE

- »ROCKWAVE FESTIVAL

HUNGARY

- »SZIGET FESTIVAL

ITALY

- »SUDWAVE

LATVIA

- »POSITIVUS FESTIVAL

LUXEMBOURG

- »SIREN'S CALL

NORWAY

- »BERGENFEST
- »BY : LARM FOUNDATION
- »OSLO SOMMERTID
- »ØYAFESTIVALEN

POLAND

- »KRAKOW LIVE FESTIVAL
- »OFF FESTIVAL
- »OPEN'ER FESTIVAL
- »ORANGE WARSAW FESTIVAL
- »POLAND'ROCK FESTIVAL

R. MACEDONIA

- »TAKSIRAT FESTIVAL

ROMANIA

- »ARTMANIA
- »REVOLUTION FESTIVAL
- »UNTOLD FESTIVAL

RUSSIA

- »WILD MINT

SERBIA

- »ARSENAL FEST
- »EXITFEST

SLOVAKIA

- »POHODA FESTIVAL

SLOVENIA

- »METAL DAYS FESTIVAL

SPAIN

- »BILBAO BBK LIVE
- »PRIMAVERA SOUND

SWEDEN

- »WAY OUT WEST

SWITZERLAND

- »BALOISE SESSION
- »FESTI'NEUCH NEUCHÂTEL OPEN AIR
- »FESTIVAL WEEK-END AU BORD DE L'EAU
- »GREENFIELD FESTIVAL
- »GURTENFESTIVAL BERNE
- »HEITERE OPEN AIR
- »JAZZ FESTIVAL MONTREUX
- »OPENAIR FRAUENFELD
- »OPEN AIR GAMPEL
- »OPENAIR ST.GALLEN
- »PALÉO FESTIVAL NYON
- »SEASIDE FESTIVAL
- »STARS IN TOWN
- »SUMMERDAYS FESTIVAL
- »WINTERHURER MUSIK-FESTWOCHE
- »ZERMATT UNPLUGGED

THE NETHERLANDS

- »DOWN THE RABBIT HOLE
- »DYNAMO METAL FEST
- »LOWLANDS
- »PINKPOP

TURKEY

- »ONE LOVE FESTIVAL

UKRAINE

- »ATLAS WEEKEND

ASSOCIATED MEMBERS

- »EUROSONIC NOORDERSLAG **NED**
- »GLEVMO MOBILITY MANAGEMENT **GER**
- »GLOBAL EVENT TECHNOLOGIES **AUT**
- »HOTS (HUNGARIAN ONCOMING TUNES) **HUN**
- »MAMA **FRA**
- »MARCATO FESTIVAL **CAN**
- »MOVENDIUM **NED**
- »THE COMPETENCE NETWORK **GER**



YOUROPE

The European
Festival Association
www.yourope.org



Preface

3rd European Festival Conference November 20 – 23, 2019, Mas Salagros EcoResort, Vallromanes, Spain

Welcome to the 3rd edition of the European Festival Conference at the exceptional Mas Salagros EcoResort in Vallromanes, Spain.

Six years ago, we had the idea to create a conference entirely dedicated to the interests of festival promoters. The first edition of the European Festival Conference took place in Kals, Austria in 2015, and it laid the foundation for the unique identity of future EFCs: a concentrated program in an exclusive setting, allowing professionals to talk shop without distractions from the outside world.

After overwhelmingly positive feedback from some of the attendees of the first EFC edition, we decided to return in 2017 – this time to Larvik, Norway, where the EFC concept was refined without departing from its core value of giving professionals in the festival sector the time and space to do business, share best practices, define agendas and be inspired in a laid-back environment.

Just a few tangible results that came out of past EFC editions: the launch of EMAC, Yourope's European Marketing and Communication Group, a mission statement that evolved into TAKE A STAND, an awareness campaign encouraging social cohesion in our society, which has gained hundreds of well-known supporters, including festivals, promoters, associations and other companies working in this industry.

Music Moves Europe (MME), the EU's support program for the European music sector, which has received initial approval by the EU-Parliament, was also a constant topic at past EFCs. There is no doubt that the discussions around MME, and the actions that followed, played a huge part in putting the live music sector on the map in Brussels.

But since we don't intend to rest on past achievements, it's time to focus on the topics of the third EFC, which will take place November 20 – 23 at the beautiful Mas Salagros EcoResort in Vallromanes, Spain.

EFC 2019 will feature interesting workshops and panels elaborating on, and dealing with, crucial questions regarding the future of our business. We aim to address these matters by offering a distinctive programme schedule, providing time and space for festival promoters to discuss all aspects of their business in a constructive and positive atmosphere.

Besides a well-planned conference agenda, additional hospitality arrangements such as outdoor activities, receptions and dinners are also an essential part of the EFC-DNA, providing a personal touch to a professional environment, in which we can exchange experiences and learn from each other!

We are looking forward to welcoming you at the EFC!

All the best

Christof Huber
for the board of Yourope



Program Overview

Wednesday, 20 November 2019

until 6.00 pm	Arrival of participants in Vallromanes, Spain
6.30 pm – 8.00 pm	Welcome reception
8.30 pm – 10.00 pm	Dinner

Thursday, 21 November 2019

7.30 am – 9.00 am	Breakfast
9.00 am – 9.30 am	Welcome speech and program overview
10.00 am – 11.30 am	EMAC Session 1: Our visitors' digital journey before and after entering our festival – a workshop with Illés Nagy (Sziget Festival)
10.00 am – 11.30 am	Sound-Check Yourself – Preserve (mental) health and creativity in an industry that never sleeps Guest speaker: Prof. Dr. Katja Mierke (Hochschule Fresenius Cologne)
10.00 am – 11.30 am	Go Group presents: Revolution! Now! – Greta, plastics and the green momentum Guest speaker: Meegan Jones (The Ocean Race and Sustainable Event Alliance)
12.00 pm – 1.00 pm	EMAC Session 2: Influencer marketing of music festivals – a workshop with Felicitas Cardenas Carbajal (Wunderkidz)
12.00 pm – 1.00 pm	Take A Stand presents: The new normal – Gender equality at Primavera Sound Festival Guest speaker: Marta Pallarès (Primavera Sound Festival)
12.00 pm – 1.00 pm	Festivals as Living Labs: How to streamline your research and innovation challenges
1.00 pm – 2.00 pm	Lunch
2.00 pm – 3.45 pm	YES Group presents: Incident Planning – Workshop and live festival scenario
3.45 pm – 4.15 pm	YES Group session: Incident Planning – Conclusion
5.00 pm – 7.00 pm	Outdoor activity and wine tasting
8.30 pm – 10.00 pm	Dinner

Friday, 22 November 2019

7.30 am – 9.00 am	Breakfast
9.15 am – 10.00 am	Keynote with Tamas Szücs (Director for Culture and Creativity, European Commission, DG EAC)
10.00 am – 11.30 am	Audience of the future: Who are the consumers – how to reach them? What are their demands and how do we need to change? Livechat with customers
10.00 am – 11.30 am	Take A Stand presents: Charging Europe with positive energy Guest speakers: Assoc. Prof. Dr. Özgehan Senyuva (Middle East Technical University), Sebastian Fleiter (The Electric Hotel)
12.00 pm – 1.00 pm	Keynote interview with Pete Dalton (PAD Command Consultancy), serving police officer: Learning about event security and safety from parallel events
12.00 pm – 1.00 pm	Dog eat dog – changes in the music industry: If the investor rings twice! Guest speaker: Matthias Just (Mayland AG)
12.00 pm – 1.00 pm	Take A Stand workshop: Creating a mission statement for diversity management at festivals
1.00 pm – 2.00 pm	Lunch
2.00 pm – 3.30 pm	Programming your festival – Changes in artist booking and developing side events at your festival
2.00 pm – 3.30 pm	EMAC Session 3: Marketing, sponsorship and the international brand building at FC Porto Guest speakers: Pedro Albuquerque and Tiago Gouveia (FC Porto)
3.45 pm – 5.45 pm	The EFC workshop – „ Building the festival of dreams ”
5.45 pm – 6.15 pm	EFC wrap up
8.00 pm – 10.00 pm	Farewell dinner
10.00 pm – 1.00 am	Farewell party

Saturday, 23 November 2019

7.30 am – 9.00 am	Breakfast and check out
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Thursday, 21 November 2019

9.00 am – 9.30 am (30')

Salagros 1

Welcome speech and program overview



Christof Huber (CH)
Yourope/OpenAir St.Gallen

10.00 am – 11.30 am (90')

Salagros 2

EMAC Session 1: Our visitors' digital journey before and after entering our festivals

What does the journey look like until a potential visitor is being converted to a hardcore festival fan? What digital tools do we create to support them along the way? Who are these people exactly, how do we know them, how can we target them the most efficient way? We will try to find the answers together with the help of Sziget's Web Project Manager, Illés Nagy. He will first give us a brief summary about his team's working methods, tackling challenges with their complex set of digital festival tools every day. Then he will facilitate a workshop with different group tasks, all related to a festival's digital appearance and pinpointing our target audience.



Illés Nagy (HUN)
Web Project Manager
Sziget Festival



Host:
Andras Berta (HUN)
EMAC Group

10.00 am – 11.30 am (90')

Salagros 1

Sound-Check Yourself - Preserve (mental) health and creativity in an industry that never sleeps

We work in an industry with special characteristics of stress and pressure. Realizing the greatest events of our times is fed by – and feeds – our motivation and creativity. Both are known to deplete under too high levels of stress, as is physical and mental health. That's why it's time to turn the limelight on us. We will take a scientific look on dynamics, symptoms and consequences of stress with regards to our specific job demands. We will talk about approaches and models of prevention and intervention. We want to hear your needs and ideas to stay creative, healthy, happy, well balanced and motivated in an industry that never sleeps.



Prof. Dr. Katja Mierke (GER)
Hochschule Fresenius Cologne –
University of Applied Science



Host:
Fruzsina Szép (HUN/GER)
Lollapalooza Berlin

10.00 am – 11.30 am (90')

Sant Mateu

Go Group presents: Revolution! Now! Greta, plastics and the green momentum

In the beginning of this year the European Parliament voted overwhelmingly in favour to cut plastic waste, targeting in particular single-use plastic litter polluting Europe's beaches and seas. At the same time Greta Thunberg rose on the wave she caused with Fridays for future to be the true voice on climate change the world is listening to. There's definitely a green momentum and the climate challenge was a hot topic during this festival summer as well. But what happens now? If we are really inspired, what are the next consequent steps we have to take? The uncomfortable ones?



Meegan Jones (AUS)
The Ocean Race
Sustainable Event Alliance



Host:
Holger Jan Schmidt (GER)
GO Group

12.00 pm – 1.00 pm (60')

Salagros 2

EMAC Session 2: Influencer marketing of music festivals

Like it or hate it, we all need to work with influencers these days to promote our events and reach the younger audience. But what exact ways can we chose from? Who's the best kind of influencer for us and how can we maximize the benefits of our cooperation before, during and after the festival? WUNDERKIDZ has been doing this for events like Lollapalooza Berlin, so their MD, Felicitas Cardenas Carbajal will be here to guide us through the jungle of influencer marketing. She will present some of the best and worst cases and we will also discuss different scenarios together with all participants of the session. Interaction is definitely welcome!



Felicitas Cardenas Carbajal (GER)
WUNDERKIDZ



Host:
Andras Berta (HUN)
EMAC Group

12.00 pm – 1.00 pm (60')

Salagros 1

Take A Stand presents: The new normal - Gender equality at Primavera Sound Festival

It was December 5th 2018 when Barcelona based Primavera Sound festival released its 2019 line-up and it came as a real bombshell. As the first European major festival Primavera released a gender ballanced line up and it was acclaimed a brave step. Or was it just a move to normality? Later the organizers followed up with their „Nobody is Normal“ campaign aiming to make Primavera a space that is free from gender-based violence and discrimination. In this session we want to learn about their journey, about the challenges they faced, the chances they saw and the risks that were taken.



Marta Pallarès (ESP)
Primavera Sound



Host:
Ola Krakowska (POL)
Alter Art

12.00pm – 1.00pm (60')

Sant Mateu

Festivals as Living Labs: How to streamline your research and innovation challenges

A music festival is a temporary city built for a week far away out in the green, sometimes miles away from infrastructures which keep our urban environments running smoothly. It has the same energy need as a small city over the weekend and mirrors society in terms of the challenges we face in the "real world" regarding water, waste, food, mobility, physical and mental health. But what could be smart, innovative and efficient ways for festivals to tackle these challenges from a research and innovation point of view? How to accelerate the process from prototype to proof-of-concept? What kind of cooperations with scientific institutes, universities, foundations or governmental bodies could make sense? What funding schemes could be applied to on a European level? This interactive workshop will outline ways towards festivals becoming living labs for innovations ranging from experiments to market ready products.



Jacob Bilabel (GER)
Green Music Initiative
Everywh2ere Project

Jacob Sylvester Bilabel is the co-founder of the pan European Green Music Initiative and Omega1. He has in depth knowledge about the setup and operation of multi stakeholder research and innovation projects. In 2016 he got appointed by the German Federal Ministry for Economic Affairs and Energy as expert for innovation processes in the creative sector. As project leader of the EE MUSIC project, he was responsible for a series of more than 60 workshops which took place in 27 European countries to encourage and equip festivals, clubs and venues with key knowledge and tools to begin understanding and improving energy efficiency. In 2018 he became part of a research consortium developing off grid hydrogen generator sets for festivals and events (Everywh2ere Hydrogen). Both projects received funding for European Commission's research and innovation programs.

2.00pm – 3.45pm (115')

Salagros 1+2, Sant Mateu

YES Group presents: Incident Planning - Workshop and live festival scenario

Challenges at events and festivals are an everyday occurrence and it is not just the threat of terrorism or of crowd disorder which may cause problems. A burst watermain, an outbreak of food poisoning or high winds and heavy rain can cause severe disruption. In this full group session, participants get the chance to work on a live festival scenario, choose courses of action and work with others in a team to make decisions, solve problems and provide solutions for three high level challenges. Working at an imaginary festival (Based on a current one) you will be developing your knowledge and helping others to sort out real life issues.

The learnings from this workshop can be immediately taken back into the workplace and implemented. This highly interactive session is not just about creating solutions but finding out things about yourselves and the team around you as well as learning new and developing already present skills in a fun and high powered environment. There are no right and wrong answers and the environment has been created to enable participants to make mistakes in a safe environment.

Don't miss this fantastic chance to pit your wits against some interesting challenges. Fun for all the Yourope family and we promise that there will be toilet breaks and a chance for refreshments as well (We have been criticised for forgetting these important things before).



Chris Kemp (GBR)
MOM Consultancy



Henrik Nielsen (DNK)
Roskilde Festival



Andy Mestka (CH)
OpenAir St.Gallen

3.45pm – 4.15pm (30')

Salagros 2

YES Group Session: Incident Planning - Conclusion

Participants who have been in the Yes Group workshop earlier will come together for a plenary and hear the main points from the workshop that have taken place across the afternoon.

Friday, 22 November 2019

9.15 am – 10.00 am (45')

Salagros 1

Keynote with Tamás Szücs

Tamás Szücs will start the second conference day with a keynote, referring to the big picture (overall EU policy context, inter-institutional setting) noting that there are positive developments for the music sector. He will continue explaining the Commission's approach to music and to the positive contribution of European festivals to the EU's cultural policy.



Tamás Szücs (HUN)

Director for Culture and Creativity,
European Commission, DG EAC

10.00 am – 11.30 am (90')

Salagros 1

Audience of the future: Who are the consumers – how to reach them? What are their demands and how do we need to change? Livechat with customers

With our festivals we intentionally and unintentionally curate experiences and interactions. These include music, friendship, lifestyle activities, brands and different causes that tap into the emotions like belonging, happiness, love, inspiration and creativity, but also frustration, sadness and anxiety. Are we as organisers aware of this power? And does the audience think we understand them and their needs and expectations? Do the younger generations have different needs than the ones we already know as our audience? Do we understand the younger motivation or is there a need for changes? In this session we will dive into this topic and include both organisers and input from audience across Europe.



Host:

Linnea Svensson (NOR)

Music Office Osloregion

Livechat: 3 students of Berkeley Music School (ESP)

10.00 am – 11.30 am (90')

Salagros 2

Take A Stand presents: Charging Europe with positive energy

European festivals bring together millions of young people. Our events are adventure parks of personal experience and broadening consciousness. Sure, people visit our events for fun and to escape from reality, but they take home so much more. Let's take a close look at the human being behind the customer and consumer. Let's talk about the role we play in their personal development. Our festivals and philosophies are an important part of their youth and their lifestyles. If they're building parts of their own identity on the experience we offer them it incorporates a lot of responsibility for us. Let's live up to that.



Assoc. Prof. Dr.

Özgehan Şenyuva (TUR)

Middle East Technical University



Fruzsina Szép (HUN/GER)

Lollapalooza Berlin



Sebastian Fleiter (GER)

The Electric Hotel



Host:

Holger Jan Schmidt (GER)

Take A Stand

12.00pm – 1.00pm (60')

Salagros 1

Keynote interview with Pete Dalton, serving police officer: Learning about event security and safety from parallel events

As a national specialist tactical firearms commander Pete is involved in the management, command and deployment of significant firearms operations. He has planned and commanded deployments of National and International significance including the Royal Wedding 2018, two visits of President Donald Trump, Ceremonial events, complex high threat national investigations and/or protective security, Major Crime and high profile sporting & music events.

In this session Pete will speak about the lessons that can be learned for festivals and events from such high profile events and how by applying such parallel learning events can be made safer for all of those involved.



Pete Dalton (GBR)
PAD Command Consultancy



Host:
Chris Kemp (GBR)
MOM Consultancy

12.00pm – 1.00pm (60')

Salagros 2

Dog eat Dog - Changes in the music industry: if the investor rings twice!

The live music industry in the 21st century evolves into a new era. Business-wise and structural this development is just at the beginning. Nevertheless, the process of conversion already started latest time since concert companies went on to stock markets. However, the newest trend is how external investments out of the financial community causing new networks equipped with substantial financial capacities. Remaining smaller and midsized concert companies are facing new a business situation in the competition for artists and audiences. Time to catch on with the new vocabulary out of the financial sector and to discuss the latest findings how this development will change the concert business in the future.



Manfred Tari (GER)
Pop100



Matthias Just (GER)
Mayland AG

12.00 pm – 1.00 pm (60')

Sant Mateu

Take A Stand Workshop: Creating a mission statement for diversity management at festivals

Yourope aims to create another statement, just like it did at the very first EFC, when Take A Stand was born. This year we are looking to create a mission statement for diversity management at festivals. The goals are representation of diversity at all levels of any given organization, representation of diversity among artists as well as visitors, fair treatment of all employees, artists and visitors from any background, teamwork and collaboration, a focus on innovation and creativity as well as diversity education and training.



Christof Huber (CH)
Yourope/OpenAir St.Gallen



Fabienne Wolfschläger (CH)
Yourope/OpenAir St.Gallen

2.00 pm – 3.30 pm (90')

Sant Mateu

Programming your festival: Changes in artist booking and develop- ing side events at your festival

Seven figure fee is now the new normal with headliners and festivals are struggling with the programming budgets. What is the survival strategy when the big names are out from your reach? How does a festival meet the expectations the audience has and what are the unique selling points that make the tickets sell without having the #1 international megastars. How do you build the festival brand to be bigger than the line-up? Is it the arts, crafts and restaurants or the visual identity of the festival? The circus, theatre and stand-up or the influencers attending?

What else has changed in the booking process besides the fees? The offers are asked earlier and earlier and how does one predict what is the success of Billie Eilish in 2021? At the same time artists grow big faster than ever and tours are put up in a speed of light with sometimes just one song released online.

Where does one seek for the new talent nowadays? The classics are the showcase festivals such as Eurosonic, Reeperbahn and SXSW but does it really make sense anymore to seek talent from such events? What are the other ways to keep up with the trends and latest rising stars? How does the festival bookers find out who is hot and who is not? Who should you trust? The booking agents? The record labels? The other festival colleagues? The influencers?

And the last but definitely the thing you would least like to have an argument with the agents...billing. Logo and font size. For real...what's up with the managers nowadays! This and a lot more will be discussed in the great EFC programming panel!



Christof Huber (CH)
Yourope/OpenAir St.Gallen



Mikko Niemelä (FIN)
Ruisrock

2.00 pm – 3.30 pm (90')

Salagros 1

EMAC Session 3: Marketing, sponsorship and the international brand building at FC Porto

FC Porto has been a prominent part of European football for several decades now. The Portuguese giant works hard to maintain and develop its long lasting brand image. From a festival's point of view it seems like a mighty task to fill a stadium each and every week, so let's try to understand how they actually do it. Success on the football field is – of course – important, but definitely not the full story. So what exactly keeps FC Porto among the major brands of European sport? What are the main marketing strategies to support this long lasting success? At the second part of the presentation we will also take a close look at FC Porto's sponsorship cooperations. How do they get their sponsors on board and which are their best cases? We hope to get many answers during these 90 minutes.



Pedro Albuquerque (PRT)
Head of FC Porto International



Tiago Gouveia (PRT)
Head of Marketing, FC Porto

3.45 pm – 5.45 pm (120')

Salagros 2

The EFC Workshop - “Building the festival of dreams”

Following the great experience of the creative closing session of EFC 2017 we will again present a playful group workshop that requires your head, heart and hands. We are curating an interactive and fun experience to round it all up. Let's build the festival of our dreams and tackle all the issues that we dealt with during the third edition of EFC. Be excited.

This workshop is brought to you by Omega 1 with the kind support of Infinity Staging.



Holger Jan Schmidt (GER)
Take A Stand



Jacob Bilabel (GER)
Green Music Initiative
Everywh2ere Project

5.45 pm – 6.15 pm (30')

Salagros 1

The EFC wrap up



Christof Huber (CH)
Yourope/OpenAir St.Gallen