



The Logistical Challenges of Tour Management

Katrin Schütz

Bachelor Thesis
International Business
2017

DEGREE THESIS	
Arcada	
Degree Programme:	International Business
Identification number:	5806
Author:	Katrin Schütz
Title:	The Logistical Challenges of Tour Management
Supervisor (Arcada):	Susanna Fabricuis
Commissioned by:	
<p>The aim of the thesis was to present the connection of tour management tasks and logistics. Furthermore, it was conducted to establish the new theory, that logistical challenges exist in tour management and to reflect it by empirical research. The research concentrates on the pre-production and “on tour”-phase of tour management.</p> <p>To better understand the processes in tour management and challenges in logistics, a theoretical background is reviewed. As only the logistical processes and the pre-production phase and “on tour” phase of tour management are important for the research, everything which is not related to it was excluded of the research.</p> <p>In order to test the new model based on a theory which was developed from the literature research, qualitative interviews are used as research method. The interviews were conducted with four different people in the music industry and whose work is related to tour management. The qualitative interview method was chosen as the testing method, because people in tour management are able to prove the theory by sharing their experience regarding logistical challenges in tour management.</p> <p>The results of the theoretical secondary research show that there is a clear relationship between logistics and tour management. Additionally, a new theory based on the secondary research, which shows that logistical challenges also exist in tour management, could be created. The new theory is tested in the empirical research.</p>	
Keywords:	Tour Management, Tourism, Logistics, Logistical Challenges, Tour Management Challenges, Music Industry, Entertainment Industry
Number of pages:	45
Language:	English
Date of acceptance:	

CONTENTS

1	Introduction	5
1.1	Research Aim and Question	5
1.2	Limitation	6
1.3	Material.....	7
2	Tour Management and Logistics.....	8
2.1	Tour Management	8
2.1.1	<i>The Pre- Production Phase</i>	9
2.1.2	<i>The “On Tour” Phase</i>	11
2.2	Logistics	13
2.2.1	<i>Purchasing and Procurement</i>	13
2.2.2	<i>Negotiation</i>	15
2.2.3	<i>Transportation</i>	17
3	The Logistical Challenges of Tour Management.....	20
3.1	The Relation	20
3.2	The New Theory Model.....	21
4	Methodology	25
4.1	Method and Motivation	25
4.2	Interview Guide	25
4.3	Respondents and Conduction.....	27
5	Results.....	29
5.1	Tour Management Tasks	29
5.2	Logistics	30
5.3	The Relation of Tour Management and Logistics	31
5.4	Logistical Challenges in Tour Management.....	31
5.5	Final Comments of the Respondents.....	33
6	Discussion and Analyses.....	34
6.1	Tour Management	34
6.2	Logistics	35
6.3	The Relation of Tour Management and Logistics	36
6.4	Logistical Challenges in Tour Management.....	37
7	Conclusion	40
7.1	Limitations and Further Research.....	41
7.2	Final Recommendation	42
	References	44
	Appendices	46

Figures

Figure 1 Tasks of Tour Management according to Logistical Categories (Schütz, 2017)	21
Figure 2 Relationship between Logistics and Tour Management (Schütz, 2017)	21
Figure 3 The Possible Challenges of Purchasing and Procurement in Relation to Tour Management (Schütz, 2017)	22
Figure 4 The Possible Challenges of Negotiation in Relation to Tour Management (Schütz, 2017)	23
Figure 5 The Possible Challenges of Transportation in Relation to Tour Management (Schütz, 2017)	23
Figure 6 The Possible Challenges of Purchasing and Negotiation in Relation to Tour Management (Schütz, 2017)	24
Figure 7 The Logistical Challenges of Tour Management (Schütz, 2017)	33

1 INTRODUCTION

As the entertainment industry continuously grows, so does the demand for live shows of bands from all over the world. All around the year bands travel from one location to another just to entertain their fans. Even though the routine stays the same in every show and every day, every tour is different and so are the challenges that occur during tours. Most of these challenges can be related to logistics.

There is a logistical aspect to tour management, because tour managers have to work in purchasing, negotiation and transportation. Tour managers have to for example transport the product, which in this case is the band, to different cities or even countries. Furthermore, in the pre-production tour managers have to purchase and negotiate prices for flights, hotels, tour buses and other tour related possessions.

The result of this research is a collection of challenges that concern tour management and logistics, but from more perspectives than only of the tour managers. Research is necessary to present current and future tour managers, as well as the music industry, the logistical challenges of tour management in the entertainment industry.

1.1 Research Aim and Question

The thesis work aims to identify the connection of logistical challenges and tour management. More precisely the aim is to identify the relation between logistics and tour management and with it the logistical challenges, which occur before and during tours.

The investigation is made to provide information about the logistical aspects of tour management, but furthermore to define certain logistical challenges that could occur before and during tours, so that current and future tour managers can identify those challenges faster.

To provide the before mentioned information the following research question is presented:

1. What logistical challenges occur before and during tours?

In order to answer the first research question, information about the relation between logistics and tour management needs to be gained. To achieve this the second research question needs to be answered carefully:

2. Which tasks in tour management are related to logistics?

1.2 Limitation

The research for the thesis includes everything that is related to logistical tour management. This means that everything, which is not related to both tour management and logistics, is excluded from the research. The excluded tour manager tasks can be related to other topics such as finance or marketing. Furthermore, the post-production phase of a tour is completely excluded, because logistical tasks in this phase of tour management are highly unlikely and are required only in special cases.

This thesis research focuses on the pre-production and touring phase. In these phases the logistical tasks, where problems most commonly occur, can be found and solved. From personal experience the author knows that the logistical tasks in this case concern the logistical segments of purchasing and procurement, negotiation, as well as transportation.

Examples of purchasing and negotiation relations are that tour managers need to negotiate for less expensive tour buses, flights and other important tour related purchases. The purchasing process is affected because, for example, tour managers need to receive multiple offers from various companies on required products.

Furthermore, the transportation segment affects mainly the on-tour phase and challenges could occur here as tour managers need to transport bands from one location to another. It is important to view the band always as a product or service, because they are booked from venues and agencies to provide their music to paying customers.

1.3 Material

A literature research for the secondary data as well as several qualitative interviews for the empirical data is conducted in order to answer the research question.

The material used for the secondary data collection is literature about tour management and event management. Furthermore, a literature review of the logistical components of tour management is done to provide background knowledge. As there is not yet sufficient literature about tour management, books such as “This Business of Concert Promotion and Touring” by R. Waddell, R. Barnet and J. Berry; and “Tour: Smart and Break The Band” first edition by M. Atkins are used as secondary material. In addition an internet based research helps to find more specific information not covered in literature.

For the empirical data collection interviews with various people of the music industry who work in tour management are conducted. The primary research started with the search for different people in the music business, who work in tour management. Suitable interviewees were found in an agency, in which the author worked as intern, and through friends. People with different perspectives on tour management were interviewed, because a crew member can have other logistical challenges in tour management than a band member or the tour manager himself.

Both tour management and logistics are broad topics and have room for data interpretation. Because of the limitations made earlier, the collected data and results could be interpreted and be connected to each other without covering the topics in full length.

To maintain the red line throughout all of the thesis, first, logistical tasks of tour managers are presented. After that the tasks are divided to the logistical basics, which are explained and mentioned including their most common challenges. This connection provides the specific niche to find challenges with the empirical research. The results of this research will then be compared to the tour management tasks and logistical challenges, which are stated in the secondary research.

2 TOUR MANAGEMENT AND LOGISTICS

This chapter is based on literature research. First the logistical tasks of tour managers are presented and explained. After that the basics of the logistical segments are explained. In addition the most common challenges of the mentioned logistical aspects are described.

2.1 Tour Management

A tour manager is a person, with experience in the touring business. She or he manages the day-to-day needs of the band, the travel party, the merchandise manager and the security. The number of the people the tour manager has to take care of depends on the popularity of the band and the size of concert locations. Furthermore, the tour manager is constantly in touch with the band manager. (Waddell et al., 2007, pp.26-28)

A tour is a carefully and strategically planned series of live shows. Its main purpose is to bring the maximum financial profit possible. It has three phases: pre-production, on-tour and post-production. The decision to tour depends on the factors why, when and where. In most cases a tour is done for marketing reasons and to make money. A tour should be done to promote a new album and make money through merchandise sales, which means that the ideal point in time for a tour is shortly after an album release. The route and location for a tour and concerts depend on the demographical need and demand of the markets. A country with a higher demand gets more concerts provided than a country with less demand, in this case fans. (Waddell et al., 2007, pp.41-54)

As a tour manager the most important job is to make the show run no matter what, as long as everyone is secure. Furthermore Atkins (2007, pp.253-254) mentions, that a tour manager is supposed to be a psychiatric, a diplomat or in any other possible position that helps to maintain a good atmosphere on tour. Most important is the understanding of what the band members, crew members and other people involved need, and not to question those needs. Those are the parts of the job, where most of the challenges occur, which is the base for this research. Next to this Atkins (2007, p.59) proves the theory as he sums it up by mentioning that the tour manager is a band member's best friend.

2.1.1 The Pre- Production Phase

The pre-production phase of a tour is often office work for tour managers and includes many negotiation and purchasing tasks. The nature of this work depends on the size of the band a tour manager is working with.

If a band is already famous enough to hire a tour manager, the manager's first task is to gather all the information about the following tour. McDonald (2016) states in her article about tour itineraries that they are everyone's best friends on tour as they have all the information about the band's shows, accommodations, schedules and so on. They are helpful for everyone to keep track on tour. To collect all the information needed for an itinerary, the tour manager needs to get in contact with every location the band is booked to play in. The tour manager will ask for the address, if there are suitable parking spots and if they have hotel recommendations. Furthermore, the tour manager will negotiate with the venue about the schedule, the catering for the band and possible other band needs. Based on all the information the tour manager collects for the itineraries he will plan the travel route, the schedule between the shows and furthermore if hotels and flights are needed (Atkins, 2007, p.277).

Waddell et al. (2007, pp.97-98) says that it is up to tour managers to communicate with bus companies and what they want from them and the bus drivers. To find the perfect bus accommodation depending on the size of the band the tour manager sends the earlier made itineraries to tour bus companies that fit the tour manager's and the band's criteria. He will ask the selected companies for offers, which include the costs of the driver, gasoline for the whole tour, rent of the bus, street taxes and special requirements like Wi-Fi. After that the tour manager will negotiate with the companies that offer the best price-performance ratio for an even better deal. If this succeeds he will purchase the service and keep the bus company up to date about possible changes. (Atkins, 2007, p.261)

Depending on the size of the band the tour manager may have the right to hire an entertainment travel agent for whom the tour manager is the primary contact person. The tour manager hands in the band's tour itineraries to the entertainment travel agent. The travel agent will organize and coordinate the whole travel including booking flights, hotel rooms

and other extras. Throughout this process the entertainment travel agent needs to constantly consult the tour manager and negotiate prices and special needs of the band (Waddell et al., 2007, pp.99-101). If the budget of the band did not allow the recruitment of an entertainment travel agent the tour manager should plan the travels of the tour himself. He needs to look for potential flights, hotels and services in the venue areas. In this process the tour manager is a purchaser of the already mentioned services, and next to that a negotiator as he needs to purchase various services but also has to negotiate for the lowest prices to stay in the tour budget. (Waddell et al., 2007, pp.97-98)

Another task of the tour manager is to stay in contact with the tour cargo companies. Tour cargo companies are companies specialized in transporting gear and equipment needed for concerts from one place to the other. As the tour cargo transportation is a niche market it is the tour managers' responsibility to send the earlier made itinerary to different trucking companies and get a per-truck price quote mostly including driver, truck, fuel and the insurance. After every company has sent their offers to the tour manager he can decide to choose one offer or to negotiate for even better offers as the competition is really dense. Furthermore, the tour manager needs to keep the tour cargo company up to date about possible changes. (Waddell et al., 2007, p.101)

To keep the tour as secure as possible and only grant entrance to special places like the backstage area for the right people, the tour manager should procure so called backstage passes. Graphic companies have specialized in the touring industry and provide accordingly a huge variation of backstage passes. The tour manager needs to purchase the right number of passes for the tour with the right categories printed on them. Different categories are in this case important as local securities do not have access to the same areas as the band or the tour manager. The most common areas are All Access Passes and VIP passes. Furthermore, the tour manager can also purchase badges, which are normally used for locally hired people, meet and greets or media representatives. As the backstage passes and badges are as important for the security as the itineraries to the tour manager, it is the first thing the tour manager will hand out to everyone involved in the production of the concert to make sure that no individual will be injured by people not related to the production. (Waddell et al., 2007, pp.102-103)

2.1.2 The “On Tour” Phase

Waddell et al. (2007, pp.99-101) claims that the perfect scenario for the show days on tour is that the bus stops next to the hotel, the keys to the rooms are waiting at the reception, and the tour manager hands them out to everyone together with the daily schedule. This scenario happens of course only really seldom.

The first logistics-related task of a tour manager, is the coordination of any public events such as radio interviews or meet and greet events (Waddell et al., 2007, pp.26-28). In this case the tour manager is a transporter and a controller at the same time as s/he should make sure that the band, the product, is on time at every appointment they have on the tour. This also includes everything related to traveling on-tour if the tour manager did not hire a travel agent beforehand. To be organized with the schedules the tour manager needs to have the itinerary made in the pre-production phase always at hand and stick to its strict schedules. In case of the extension of time limits the whole schedule can be at risk or needs to be changed (McDonald, 2016).

The health of the whole band and crew is also good for the tour manager to control, as most of them are needed to make the production of a concert happen. Mostly they also rely on the tour manager to look after them and fix the challenges of being sick. The task here is to make everyone in the band feel comfortable and listen to the small things. If people are already sick or seem to get sick the tour manager can contact the upcoming concert locations and add medications and nutrition to the hospitality rider, which has been sent in the pre-production phase. Furthermore, preparation for such cases in advance is good for a tour manager. To be prepared for health issues on the road the tour manager could have a small pharmacy with Band-Aids, antacids, pain relievers, a first-aid kit and other useful equipment. The tour manager needs to make sure that the box is clearly marked and everyone knows where to find it while on tour. The tour manager should also make sure that he has a copy of the prescription from every band member, who uses prescribed medication, in case the original is lost and there is an urgent need for the medication. In addition the tour manager should always provide people with water to keep

them hydrated and healthy. The tour manager also has to make sure that as soon as someone gets sick the bus will be completely cleaned to prevent any other member of the band or crew from getting infected with the sickness. (Atkins, 2007, pp.341-345)

International tours require crossing borders from one country to another. Normally border crossings are simple, but not when ten to twenty people need to cross the border at once. While on tour the tour manager can ease the process and include the crossing on his task list. The tour manager can research the countries that need to be passed. On the day of the border crossing he should collect all the passports and visas, and hand them to the border guards, who will check if everything is correct. (Atkins, 2007, p.399)

One important thing for the tour manager to do, as soon as everyone enters the bus, is to make sure to negotiate rules for appropriate behavior in the bus and certain other bus rules. Throughout the tour the tour manager makes sure that everyone respects the rules and behaves as agreed. Smoking rules, cleanliness rules and rules about who is allowed in the bus and who is not are standard regulations. (Atkins, 2007, p.31)

Security is a major topic for bands and concerts. Every venue cooperates with different security companies and has different point of views or experiences. Atkins (2007, p.75) as well as Waddell et al. (2007, pp.102-103) say that it is the tour managers' responsibility to have a meeting and negotiate with the security team before the doors open and to clear out any security issues. Furthermore, the tour manager also has to brief the security team about policies towards camera use, security distance from the band and which backstage passes have access to which areas.

2.2 Logistics

There are many different activities related to logistics, but only some are crucial in tour management. Certain activities are defined in this chapter to get an overview of the logistical work tasks of a tour manager. The activities stated in this chapter are purchasing and procurement including negotiations, and transportation. All categories can be counted to supply chain management.

The focus of supply chain management is on the management of relations to achieve a more profitable outcome for all parties in the chain (Christopher, 2011, p.3). A supply chain consists of at least three companies or organizations, which are through products, services, finances or information connected to each other. The chain involves the managing of the movement and coordination of the earlier mentioned connections. The flow of products, services and so on has two directions and goes through the management from raw material to the end of the chain, the customer. (Monczka et al., 2009, pp.8-17)

The activities which are included in supply chain management are mostly management activities in the sectors purchasing; transportation; quality control; demand, production and supply planning; materials handling and control; scheduling, and controlling; shipping; and customer service. (Monczka et al., 2009, pp.8-17)

2.2.1 Purchasing and Procurement

Purchasing and procurement are defined by Rushton et al. (2010, p.208) as the most important part of the supply chain and have an overall influence on the business. This department can decide over the success or fail of a company or organization.

Purchasing aims to get goods and services from suppliers at a better price than competing companies (Wieser et al., 2013, p.135). Furthermore, Monczka et al. (2009, pp.8-17) describes purchasing as a functional group, which shows on an organizational chart, but also a functional activity, which reflects in the process of buying goods and services. Activities for an organization to achieve the best possible delivery include market research, supplier identification and selection, negotiation, contracting, buying and other parts. Monczka et

al. (2009, pp.8-17) furthermore mention the five rights, which are also stated by Rushton et al. (2010, p.208), in connection to purchasing: right quality, right quantity, right time, right price and right source.

Procurement or better supply management is for Monczka et al. (2009, pp.8-17) on the other side a more complete concept. From their point of view supply management is a strategy, which is used to regulate current and future needs companies or organizations.

Procurement follows strategic responsibilities, which include the activities that have a major influence and long lasting impact to the company or organization. As already mentioned Monczka et al. (2009, pp.8-17) describe supply management as a wider concept than purchasing, due to the fact that purchasers need to work directly with the best suppliers possible. These suppliers offer outstanding services and benefits to the buyer. Next to that, procurement is mostly a process to find goods and services that are required for the company or organization. The procurement process can be described as process of identification, evaluation, selection, management and development of suppliers to get the best possible supply chain routine in comparison to competitors. (Monczka et al., 2009, pp.8-17)

The five most common challenges in purchasing and procurement can be caused by organizational shortcomings or human errors, but are easy to fix. The first challenge stated by Whitmore (2015) is accidental orders. Accidental orders happen because of the massive speed of communications nowadays and end with a wrong ordered item or the wrong quantity of the right item. To decrease this human mistake Whitmore (2015) recommends to get an approval of the order from more than one person. If this problem still occurs, it is always positive to have a good relationship with the supplier to change the wrong orders.

Inflexible suppliers are a second problem in the purchasing sector as they do not want to help their customers with discounts or they charge certain additions. Whitmore (2015) suggests in that case to negotiate with those kinds of suppliers and at least try to get discounts for mass orders. Furthermore, it is also possible to negotiate about shipping costs or other similar costs, which need to be discussed between purchaser and supplier.

Another challenge in purchasing is not to exceed the budget. Not every purchasing process exceeds the budget, but if there is a communication leak between the purchasing protocol and financial updates there is the chance, that expenses go over the budget. To make sure that this does not happen a regular update of purchasing protocols and financial status is recommended. (Whitmore, 2015)

The fourth purchasing challenge is damaged goods. The problem with damaged goods is not only that there needs to be a new purchase with the same goods, but also the extra work a person has to do. If the goods are delivered damaged the purchaser should get in touch with the transportation company immediately and with the supplier company, if the transportation is paid by him. (Whitmore, 2015)

The last most common mistake in the purchasing and procurement department is rushed or impulsive purchasing. Purchasers who make this mistake often ignore the special steps of purchasing and act to get discounts and other benefits even though they do not need a product. The results are not coverable costs and no storage for the products. (Whitmore, 2015)

2.2.2 Negotiation

Negotiation itself is a part of the purchasing process, but in case of tour management it is essential to provide the basics and challenges of this topic. Purchasers and supply managers use negotiations almost on a daily basis with the negotiation of agreements and contracts with suppliers.

Supply managers can apply supply management strategies and business developing plans through negotiation. Negotiation can furthermore be defined in many different ways. Monczka et al. (2009, pp.461-481) for example describe the negotiation process as formal communication gathering with two or more people to find a mutual agreement about different issues. Furthermore, the process of negotiation includes time, information and power management. Power management in this case is related to power between individuals and organizations or companies.

Another definition by Shell (2006, p.6) is that negotiation is an interactive communication process, which takes place whenever something is wanted from someone else and vice versa. To this we can add the definition of McCormack (1995, p.7), who states that the final part of a sales process is negotiation.

There are two main strategies in negotiation, which everyone who works with this logistical segment has to know: the win-lose negotiation and the win-win negotiation.

Negotiators often believe in a win at the expense of the negotiation partner, which can be a supplier. This strategy is called competitive or distributive bargaining, or easier win-lose negotiation. The win-lose negotiation occurs when different parties compete over a certain amount of value and the winner takes the biggest share of this value. The other parties experience a loss of value or get a really small amount of that value. (Monczka et al., 2009, pp.461-481)

Integrative bargaining, or better win-win negotiation, is a negotiation strategy, which tries to increase the value or resource accessible to all participants through collaborative negotiation. Further Monczka et al. (2009, pp.461-481) explain that the parties still go through the negotiation process, but only to define the fair share of who pays what and future possible profit.

As every negotiation is also based on the personality of the negotiator and goals for the company, special challenges can occur during the negotiation process. One of the biggest problems in the negotiation is when the one party does not understand at all what the second party wants. Those parties only act after their own interests and ignore the needs of their negotiation partner. The easiest way to achieve happiness of both parties is to use the earlier mentioned win-win negotiation strategy. (MSG Experts, 2016)

Another challenge for negotiation is a lack of time as a rushed negotiator is not good in convincing their opponents and cannot himself analyze things carefully and come to good conclusions. Furthermore, the negotiator can also not avoid last minute changes, which are another challenge in the negotiation process. The result of last minute changes can be misunderstanding of the parties as well as confusion between them. For both parties it is

always better to not change the opinions all the time and to sign the contract when both parties are still sitting in the same room. (MSG Experts, 2016)

A lack of patience and a lack of confidence can both turn into negotiation challenges. The lack of patience is in this case a challenge, because the opponent's party might start to feel unappreciated if the negotiation partner always interrupts and disagrees with him. To show respect to every negotiation party they should get the chance to speak their sentences to the end and have the time to think about different aspects, which could be beneficial for both parties. The lack of confidence can be a negotiation challenge as the opponent can get a totally wrong image of the person he is negotiating with. This image can go from arrogant, because of disagreement with the negotiation partner, to shy, because of missing eye contact. (MSG Experts, 2016)

Overemotional use of language like criticism or sarcasm is also a big challenge for negotiators and the biggest threat to negotiations. The use of this language can be understood wrong or even hurt feelings, which has a negative effect on the negotiation process and its outcome. To prevent such a situation it is better to be diplomatic and to negotiate logically and fairly. (MSG Experts, 2016)

The last challenge in negotiation is one, which should always be prevented. It is to go unprepared into a negotiation meeting. This can jeopardize the negotiation result, but also the image of the company and future negotiations with the opponent's company. (MSG Experts, 2016)

2.2.3 Transportation

The transportation act is an essential and important part of logistics itself. The major focus lies on the movement or flow of goods or the network that moves the products (Coyle et al., 2003, pp.48-49).

The demand for transportation in today's society is an important and essential element that affects every human being directly or indirectly. It can for example influence an individual's lifestyle and decision about where to work or live. Furthermore, transportation

has a high influence on the goods we consume, our personal mobility and our entertainment. (Coyle et al., 2003, pp.48-49)

People move for example from their current place of residence to a desired location to live in on a current or permanent basis. This shows that the supplied living area differs from the demanded living area and the needs of people in the supplied living area are undersupplied. This theory can also be adapted to goods, which are transported from a country with an oversupply of the product to another country with a high demand of the product and has in this case an undersupply. (Coyle et al., 2003, pp.48-49)

As the band is seen on shows as a product we can describe them as the tour managers' freight. Coyle et al. (2011, pp.296-299) state that there are six risk categories which are related to freight transportation.

The first category he mentions is the loss of products, which contains any type of actions or carelessness that leads to products not reaching the planned purchaser, in this case the venue owner or radio station representative. (Coyle et al., 2011, pp.296-299)

Product damage is the second risk, which occurs while transportation. The risk of a product getting damaged arises every time it is transported. Equipment accidents are included in this category. They are accidents on the road, and can turn into high costs due to the damage of vehicle, injuries and medical costs and other costs. If a band member gets in an accident and is seriously injured there is also a loss of revenue as the band cannot fulfill the contract base and provide their music to the concert customers. (Coyle et al., 2011, pp.296-299)

Furthermore, Coyle et al. (2011, pp.296-299) include in this category poor freight handling and improper freight loading. Improper freight loading in this case happens when the people who are transported do not behave like the road traffic legislation dictates and risk future damage with this behavior. The person, in this case the tour manager, should make sure that everyone knows the legislation and adapts to them and other rules. (Coyle et al., 2011, pp.296-299)

The third category of transportation risks is that the product gets contaminated by natural or man-made contamination matters. The risk of product contamination increases with the trip distance and time. Product contamination risks can occur from climate control

failure, where as a person fails to provide a stable climate for products. Next to that (Coyle et al., 2011, pp.296-299) count product tampering and exposure to containments to this category. The exposure to containments is the risk of the transported goods to encounter potentially undesirable substances and contaminate the products with this act.

Delivery delay is the fourth risk category stated by Coyle et al. (2011, pp.296-299). Delivery delay can happen because of different factors, but the most common factors are through congestion, poor weather and equipment malfunction. The congestion of highways and roads around the world is in this case the most important, as the delivery delays caused by traffic jams and other overcrowdings can have economical risks for companies, but furthermore causes environmental damages. Because of the environmental damages the climate is changing, which leads to delivery delays through weather, as weather conditions cannot be controlled and need to be carefully planned into transportation process. Another risk of delayed delivery can be equipment malfunction, which means breakdown of vehicles and other delivery supporting machines. (Coyle et al., 2011, pp.296-299)

Supply chain interruptions are the almost last category for risks in transportation, but they do not occur as commonly as the four categories described earlier. This category includes all errors that interrupt the supply chain process. Examples are bad performance of daily processes, poor decision making and human mistakes. Even though those risks are not that common they can cause a major image damage and high costs. (Coyle et al., 2011, pp.296-299)

The last category stated by Coyle et al., (2011, pp.296-299) is security holes and challenges. Because of increasing crime and terrorism attacks security standards are also evolving. For the transportation sector, it is in this case important to detect their security vulnerabilities and develop defenses. To protect freight or people it is also possible to provide security badges to limit access to real estate and buildings. This helps provide safety and protect from other damages. (Coyle et al., 2011, pp.296-299)

3 THE LOGISTICAL CHALLENGES OF TOUR MANAGEMENT

After conduction of the secondary research on tour management and logistics a relation between both topics can be set up. Furthermore, a basic theory about logistical challenges in tour management can be established based on the previous research.

3.1 The Relation

From the earlier conducted research definitions for the three different logistical elements can be found:

Purchasing and Procurement aims to get products and services from a supplier at a better price than the competing companies (Wieser et al., 2013, p.135) with the right quality and right quantity in the right time with the right price and right source. (Rushton et al., 2010, p. 208)

Negotiation is the process of gathering and discussing information with two or more people to find a mutual agreement about different issues (Monczka et al, 2009, pp.461-481).

Transportation is the act of movement or flow of goods or the network that moves the products (Coyle et al., 2003, pp.48-49).

The tasks of a tour manager defined earlier were in the pre-production phase the Itinerary Production, Accommodation and Transportation purchase, Security Pass and Badge procurement, Entertainment Travel Agent communication and also the Tour Bus and Tour Cargo Company booking. In the “on tour”-phase the tasks Tour Bus Rules, Security Team Meeting, Coordination of Events and Meetings, Sickness prevention and Boarder Crossing were defined as the tasks of a tour manager.

The following figure shows the earlier defined tasks of a tour manager sorted by the logistical definitions. It provides the view that a relation between logistics and the tasks of a tour manager exists.

Purchasing and Procurement	Negotiation	Transportation	Purchasing and Negotiation
<ul style="list-style-type: none"> • Accommodation and Transportation • Security Passes and Badges 	<ul style="list-style-type: none"> • Itinerary Production • Entertainment Travel Agent • Tour Bus Rules • Security Team Meeting 	<ul style="list-style-type: none"> • Coordination of Events and Meetings • Sickness Prevention • Border Crossing 	<ul style="list-style-type: none"> • Tour Bus Booking • Tour Cargo Company Booking

Figure 1 Tasks of Tour Management according to Logistical Categories (Schütz, 2017)

The figure shows furthermore the category “Purchasing and Negotiation”. This category occurs as negotiation is also a part of purchasing and a concrete line between purchasing and negotiation cannot be made for the tour bus booking and the tour cargo company booking. This occurs, because it is a logistical process, which influences both logistical tasks and with it the occurring challenges.

3.2 The New Theory Model

The new theory which can be established now is that through the relation between logistics and tour management there are also occurring logistical challenges in tour management. The relation can be established according to Figure 2.



Figure 2 Relationship between Logistics and Tour Management (Schütz, 2017)

The relationship indicates that the earlier defined tasks of a tour manager have to deal with the different logistical tasks mentioned in the earlier chapters and the possible challenges.

The first logistical tasks is purchasing and procurement, which includes, like earlier discussed, the tour management tasks of accommodation and transportation purchasing and

the security passes and badges procurement. Whitmore (2015) stated that the most common challenges of purchasing and procurement are accidental orders, inflexible suppliers, exceed of budget, damaged goods, and rushed and impulsive purchasing. The relation between logistics and tour management indicates now that these defined logistical challenges can occur in the tasks of accommodation and transportation purchasing and security pass and badges procurement. Figure 3 indicates the process of the relationship for purchasing and procurement.

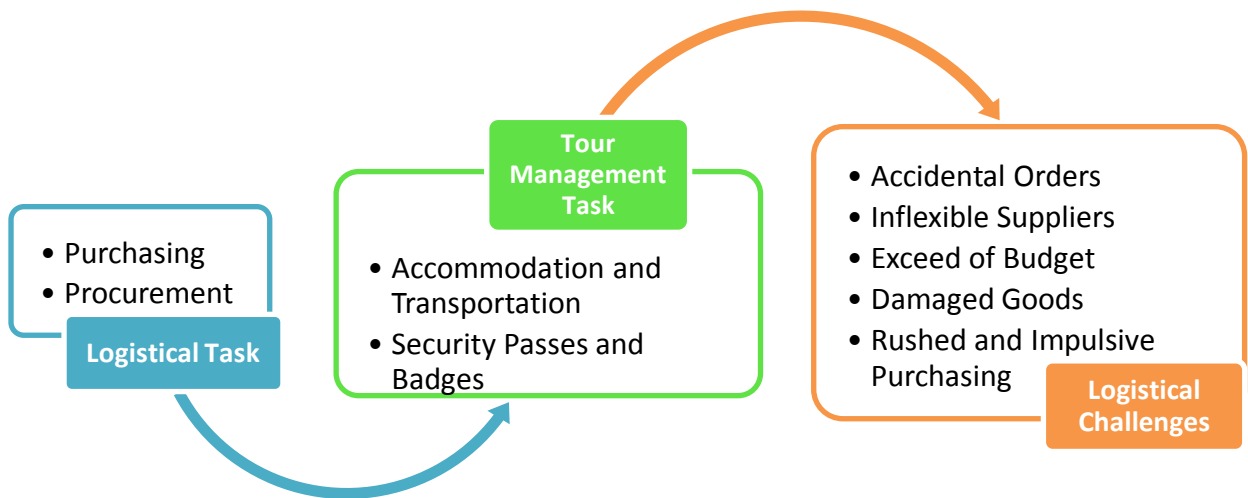


Figure 3 The Possible Challenges of Purchasing and Procurement in Relation to Tour Management (Schütz, 2017)

The same process can now be established for all the other logistical tasks. In case of negotiation the tour management tasks earlier defined are itinerary production, entertainment travel agent negotiation, tour bus rule negotiation and security team meeting negotiation. The occurring logistical challenges in negotiation earlier defined are misunderstanding, lack of time, lack of patience and confidence, overemotional use of language and furthermore being unprepared (MSG Experts, 2016). These negotiation challenges can all occur in the assorted tour management tasks. The process of the relationship between logistical tasks, tour management tasks and the result of possible logistical challenges is presented in Figure 4

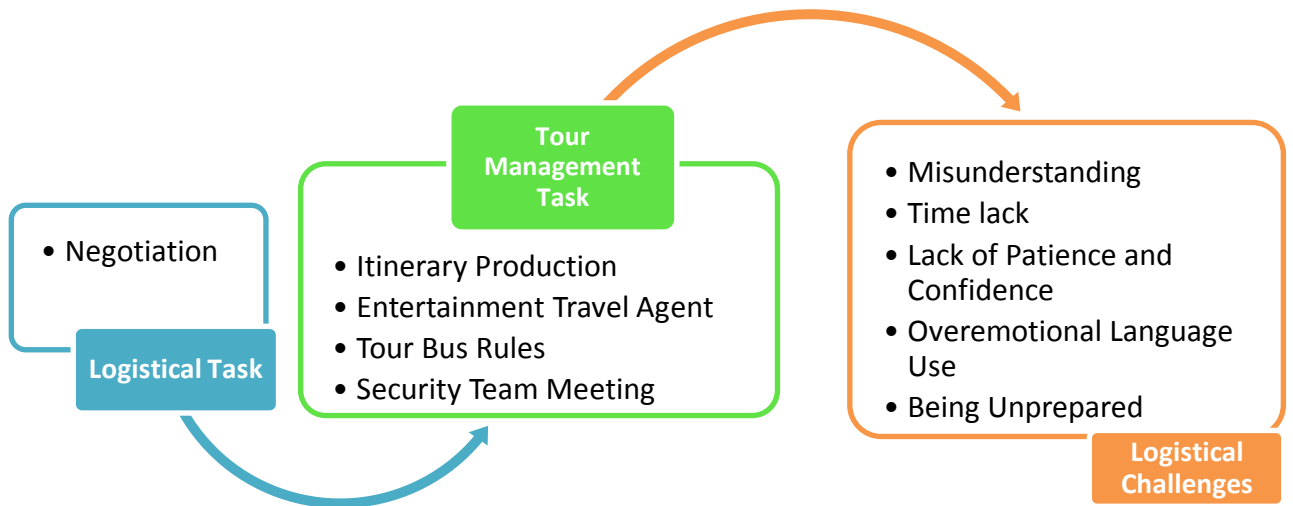


Figure 4 The Possible Challenges of Negotiation in Relation to Tour Management (Schütz, 2017)

Transportation is listed with the tour management tasks of coordination of events and meetings, sickness prevention and border crossing. According to Coyle et al. (2011, pp.296-299) logistical challenges for transportation can be the loss of products, product damage, product contamination, delivery delay, supply chain interruption and wrong security. All these logistical challenges can influence the tour management tasks of transportation.

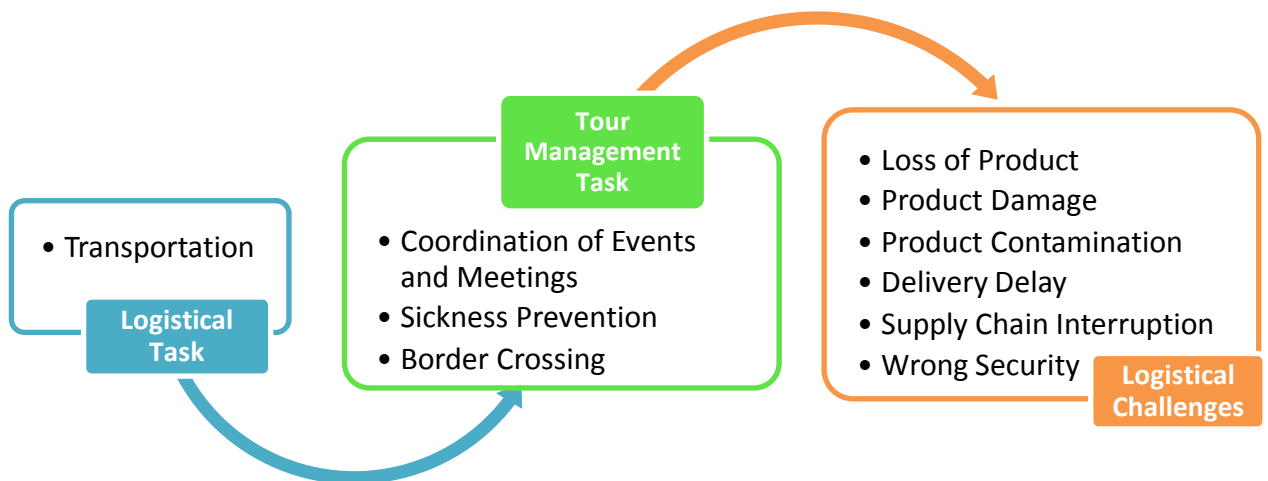


Figure 5 The Possible Challenges of Transportation in Relation to Tour Management (Schütz, 2017)

Negotiation can be part of the process of purchasing. As two tasks could not be sorted according to the clear definitions the new category purchasing and negotiation is intro-

duced. The logistical challenges for purchasing and negotiations are the same as introduced in the actual categories, just that all of the challenges are united and can influence the tour management tasks of tour bus booking and tour cargo company booking. The relationship between negotiation, purchasing and the tour management tasks with possible logistical challenges is shown in Figure 6.

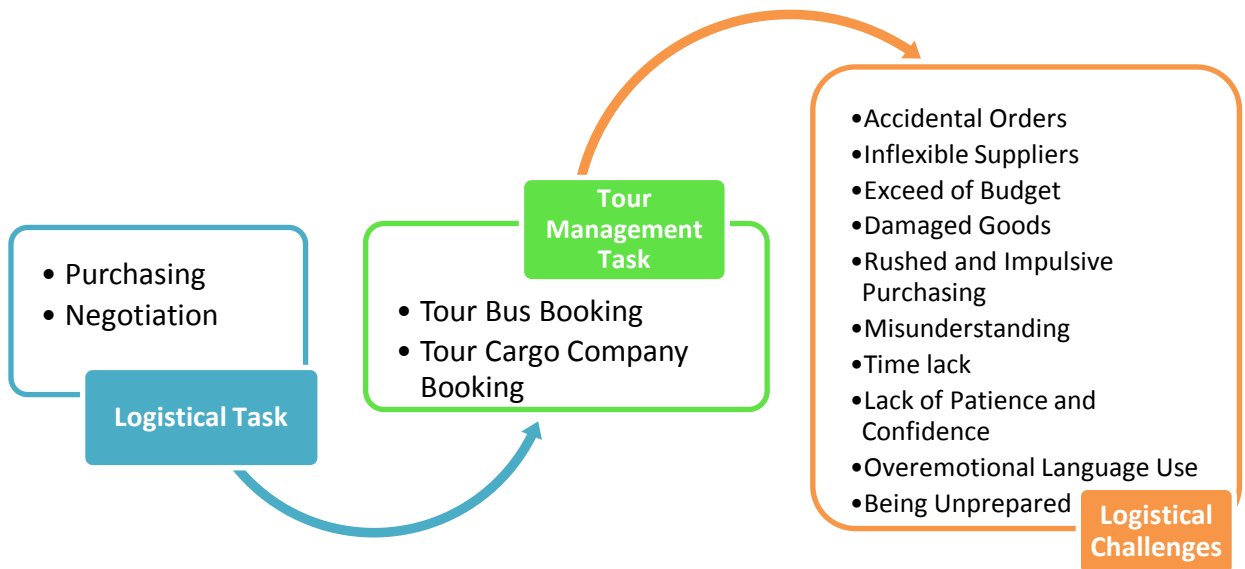


Figure 6 The Possible Challenges of Purchasing and Negotiation in Relation to Tour Management (Schütz, 2017)

These new theory models provide a knowledge, which could help tour managers in the future to prevent the logistical challenges in their work and find possible solutions to the challenges.

4 METHODOLOGY

This chapter of the thesis gives an overview about the method used in order to conduct the research about the logistical challenges of tour management as well as the research's motivation. Furthermore, information about the questionnaire, the respondents and the conduction of the research are stated.

4.1 Method and Motivation

The research used in order to get in-depth information about the accuracy of the earlier new developed models about "The Logistical Challenges in Tour Management" was qualitative exploratory research. The exact method used was qualitative interviewing with four respondents, because of the small diversity of the Finnish music industry. The qualitative interviews were semi-structured with the help of an interview guide, which based questions on the beforehand collected secondary data and the new developed theory model. The interviews were recorded and later transcribed. (Bryman and Bell, 2011, pp.385-421)

The motivation behind the research was to obtain a deep knowledge about tour management in Europe and if there is an agreement or disagreement on the collected secondary research. Furthermore, the strongest focus of the exploratory research, was on the new developed theory model and if the respondents can agree on the models and have related experiences. This method and motivation helps to adjust the new model accordingly to the knowledge and experiences of the respondents and not only base it on secondary research.

4.2 Interview Guide

The interview guide for the semi-structured interviews was designed as six different sections in order to have a constant knowledge about the topic of the questions. The sections were built up on each other in order to get a smooth flow and provide needed knowledge to the respondent. Furthermore, it helped the responded to stay on track with the questions and not jump between topics.

Part 1: Background

The background section included mostly introduction questions (Bryman and Bell, 2011, pp477) to get professional information about the background of the respondent. Moreover introduction questions targeted on information about the profession in the music industry, the relation to tour management and the amount of tours done as a tour manager or with a professional tour manager were included. Background information in this case was important in order to evaluate the experience and knowledge about the research topic and to add questions on certain topics.

Part 2: Tour Management Tasks

To find out if the earlier conducted theory about tour management tasks before and while touring is accurate this section, about tour management tasks, was implemented. The questions asked the respondents to name tour management tasks, from their point of view, before and during a tour. Furthermore, a list of the tour management tasks mentioned by Atkins (2007) and Waddell (2007) , which are in the earlier conducted research, was shown to the respondent. They could agree with the list or reorganize it.

Part 3: Logistics

The logistics section was introduced to find out how much the respondents know about logistics itself, because many people see logistics only with the aspect of transportation even though it is much wider. Furthermore, this section of the interview guide was used as transition to the main topic, the relation of tour management and logistics and the logistical challenges in tour management. Respondents answered two questions in this part one about what they know about logistics and the other if they could identify several categories of logistics.

Part 4: The Relation of Tour Management and Logistics

The aim of this section was to find out from the respondents if and what kind of relationship there is between tour management and logistics. Furthermore, *Figure 1 Tasks of Tour Management according to Logistical Categories (Schütz, 2017)* was shown to the respondents in order to find out if the arrangement is correct in their opinion. Two follow up questions were added, but only asked if the respondents thought the arrangement was

not correct. The first question was why the arrangement is not accurate and the second one was if single tasks would be changed by the respondent to another category.

Part 5: Logistical Challenges in Tour Management

To find out if the new theory model is accurate and if there are certain examples for logistical challenges in tour management this section was introduced in the interview. First of all the respondents were asked, if *Figure 2 Relationship between Logistics and Tour Management (Schütz, 2017)* is agreeable or only single parts. Furthermore, the respondents were asked if they know logistical challenges for purchasing, negotiation and transportation.

The next step was to show the figures with the possible challenges to the respondents, one after each other. To every figure they were asked if the specific logistical challenges are possible to occur. Furthermore, they were asked to provide information about their experience with the possible challenges. This specific question scheme for each of the figures helped the respondents to understand the theory better and get a deeper insight on the newly earned knowledge.

Part 6: Final Comments of the Respondents

The final comments section had the aim to find out opinions of the respondent about the new developed theory model and the accuracy. Questions about possible adjustments gave the opportunity to let the respondent give important knowledge about possible changes of the model. Furthermore, the section included the question, if the new knowledge could help the respondent in the future. This question helps to see, if the research was a success in order to help people working as tour manager. At the end of this part a follow up question was asked, which gave the respondent the chance to add topic based knowledge to the interview, which was still in the mind of the respondent.

4.3 Respondents and Conduction

The respondents chosen for the explorative research have all a direct relation to tour management. In order to get several perspectives on the tasks and challenges of a tour manager different people within the music industry were chosen. This special choice of respondents provides a broader knowledge and experience of tour management.

The Finnish music market is through its population rather small as is the industry itself. Most of the people working in the industry have several connected work positions. The small diversity of the market provided only four participants for the in-depth interviews, but they have insight from several jobs.

Two of the respondents work full-time as concert production managers for Fullsteam Agency Oy. One of them has been traveling as a tour manager between 30 to 40 times with bands like Michael Monroe, Disco Ensemble and Lapko. The other respondent is next to his work as production manager a front of house sound engineer for bands like Hisser and a tour manager for several bands and musicians such as Cheek, a famous Finnish rap artist.

Next to the two tour managers two people working directly with a tour manager as boss were chosen. An instrument technician, who toured the last ten years for long periods twice a year with international bands like Children of Bodom and Sunrise Avenue. The fourth respondent is the singer of Disco Ensemble, who has approximately 15 years of touring experience with tour managers.

The semi-structured interviews were all conducted in the first week of February 2017 with the help of the earlier described interview guide. Questions were slightly changed and added by the interviewer according to the respondent and one's position in the music industry. The focus on the confirmation or disagreement of the secondary research and the new developed theory were not harmed by these changes.

5 RESULTS

The interviews had six different parts. All of these sections had different results. The results from all four interviews for each section are presented in this chapter as summary in order to later discuss the primary data with the theoretical secondary research. The results partly refer to the created theory model, which can be found again at the end of this chapter as *Figure 7 The Logistical Challenges of Tour Management (Schütz, 2017)*.

5.1 Tour Management Tasks

The research was conducted with European respondents with a strong relation to tour management and its tasks. All of the respondents agreed that there are different tour management tasks while touring such as the coordination of events and meetings, scheduling, supervision, sickness prevention, border crossing and handling all unexpected events on tour. After showing a list with the tour management tasks found in the secondary research they all agreed on the while touring tasks and added that also unpredictable tasks can come up on a tour.

A tour manager respondent mentioned that the itinerary production is essential to take care of with contacting the venue about schedule agreements, catering agreements, meet and greet agreements and other information such as the communication information of the show day contact.

One interesting result of the exploratory research in this section is, that most of the respondents would have excluded the pre-production tasks from the duties of a tour manager from the European perspective. The reason is that in Europe, and through their experience and knowledge, the pre-tour tasks are done by a production manager and not like in the United States by the tour manager. The production manager advances the whole tour, does the booking of the accommodations, orders security passes and badges, does the itinerary production and books the tour bus and cargo company. After the pre-production is complete the production manager hands all the information over to the tour manager. The tour manager is then responsible for executing the production manager's plans without mistakes or too many changes.

However the respondents mention that there are exceptions. Sometimes also in Europe tour managers do the pre-production and the touring, but it is not as common as in the

United States. All of these special cases depend on the band's agency and whether an extra tour management service is booked or not. When a tour management service is booked it is highly unlikely that the agency gives the pre-production out of its hands. One respondent added that it is hard to be a tour manager, when the pre-production is done by another person, because of different thinking and knowledge of every individual.

5.2 Logistics

Even though logistics is a major part of tour management all of the respondents said that logistics only includes the category of transportation for them. All of them said that logistics is the transportation of people or items from place A to place B. Further sections could not be defined by the respondents even with the help of a list, which was provided for a later section of the interview and showed the different sections of purchasing and procurement, negotiation and transportation.

Two of the respondents differentiated the transportation logistics of tour management to simple and complicated logistics. Simple transportation tour management is for the respondents, when the band only needs to fly into the country on time and after the show fly back to their home country. This includes that the venue has all the backline needed and other technical supplies provided for the band and nothing needs to be transported together with the band. Complicated logistics is in the case of tour management for the respondent, when there is a big tour. The transportation of the band with a tour bus and the cargo transportation gets much more complicated and expensive, which makes the whole process much more complex and harder work for the tour manager.

One respondent added at the end that most likely 90% of logistics is for the pre-production person to advance and look over, but all of the execution of the logistical tasks is done by and in control of the tour manager.

5.3 The Relation of Tour Management and Logistics

The relation of tour management and logistics was not able to be identified as what a relationship is like, but a clear and strong relationship between tour management and logistics was possible to be identified by all of the respondents. More over one of the respondents cleared out that a strong relation exists as tour management has mainly logistics tasks connected to it. They explained that the tour manager is in the on-tour phase the one person responsible for logistical decisions, which have to be made. One example was that when a show is canceled the tour manager is the one to decide, if the bus still goes to the city in order to sleep in the booked hotel room or if they skip the city and drive 800 extra kilometers and go straight to the venue with the next show. Furthermore, one of the respondents explained that there has to be a strong relation between tour management and logistics, because all the costs of the band come from travel and purchase related decisions, which are made by the tour manager and in order to keep the costs low the tour manager needs to know about different logistical segments and tasks.

After being presented a list with the earlier discussed tour management tasks sorted according to their logistical definitions, *Figure 1 Tasks Of Tour Management according to Logistical Categories*, the respondents agreed that the list is correct. Some of the respondents mentioned that different tour management tasks could also be transferred to other logistical segments. For one respondent the entertainment travel agent negotiation could be listed for example in purchasing, because travel agents offer accommodations and flights. For another respondent the sickness prevention could be listed for negotiation, because the tour manager can negotiate special wishes with venues and the bus driver in order to prevent that the band gets sick. Furthermore, border crossing could, according to a respondents, also be listed for purchasing and negotiation, because proper negotiations at the border can save costs for purchases. The possible changes could also be made in the created theory model, which will be discussed in chapter 6 *Discussion and Analyses*.

5.4 Logistical Challenges in Tour Management

The respondents were asked if *Figure 2 Relationship between Logistics and Tour Management (Schütz, 2017)* was correct from their point of view. All of them agreed that the

figure is correct, but one respondents would add budgeting as well, while another respondent would not as it belongs to the tour management task section. The participants named exceed of budget, lack of time, loss of products and delivery delay as already known logistical challenges for purchasing, negotiation and transportation.

All of the respondents agreed on *Figure 3 The Possible Challenges of Purchasing and Procurement in Relation to Tour Management (Schütz, 2017)* and confirmed that it is accurate. Both of the tour managers named examples for challenges, which they have faced. For example they had made accidental orders for accommodation and transportation by booking wrong flights for wrong people and ordering too many hotel rooms. Furthermore they had experienced inflexible suppliers, the exceed of budget and damaged goods like accommodations with mold or broken busses. Rushed and impulsive purchasing was also a known challenge through the lack of time. One of the respondents said that most of these challenges are also heavily influenced by major miscommunication or lack of communication.

Negotiation is also a big part of tour management. The respondents agreed all on *Figure 4 The Possible Challenges of Negotiation in Relation to Tour Management (Schütz, 2017)*. The most common challenges mentioned by the interviewees are misunderstandings and lack of time. Furthermore, two of the respondents explained that a lack of patience and confidence, overemotional use of language as well as being unprepared belong all to common challenges while an actual tour. They explain that you can never be too prepared for a tour, because it is different all the time and unexpected things happen, which result in these challenges.

All of the respondents had at least experienced one of the logistical challenges in transportation mentioned in *Figure 5 The Possible Challenges of Transportation in Relation to Tour Management (Schütz, 2017)*. The most common challenges mentioned in the interviews were the prevention of sickness and with it the product contamination, loss of product and delivery delay. Furthermore, some of the respondents had experienced challenges with wrong security matters.

Tour bus and tour cargo company booking both belong to pre-production tasks of the tour manager, which influenced the interview and only the two tour managers were asked about *Figure 6 The Possible Challenges of Purchasing and Negotiation in Relation to Tour Management (Schütz, 2017)*. Both tour managers agreed on the model being accurate. One of them had experienced misunderstandings and inflexible suppliers with a tour bus renting company. The other one had experienced accidental orders, exceed of budget through unavailability of tour busses, damaged tour busses and misunderstandings during negotiation.

5.5 Final Comments of the Respondents

At the end of the interviews all respondents agreed with the new developed theory model of logistical challenges of tour management and said it was accurate. Some added that the model is a basic version and can be further developed and specified in the future. Furthermore, most of the respondents said that the new model can help future tour managers to prevent logistical challenges beforehand. The respondents themselves learned something from the models and can use the new knowledge in the future in certain aspects of their jobs as tour manager or in relation with a tour manager.

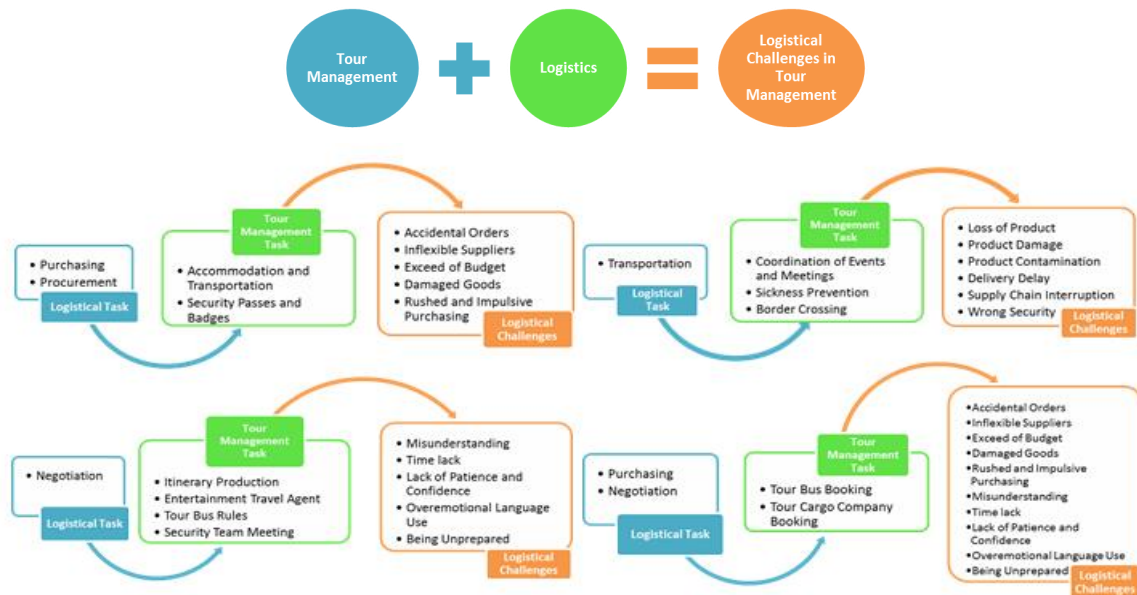


Figure 7 The Logistical Challenges of Tour Management (Schütz, 2017)

6 DISCUSSION AND ANALYSES

This chapter provides a discussion based on the secondary and primary research and compares the different results with each other.

6.1 Tour Management

Based on the conducted empirical research it can be agreed on that Atkins (2007) and Waddell (2007) collected and defined the tasks of a tour management during a tour precisely. Furthermore, it shows that tasks such as event and meeting coordination, tour bus rules, sickness prevention and other further on-tour tasks are all present in the job of American as well as European tour managers, which indicates that the literature review on the on tour phase is correct and internationally applicable.

Already in the secondary research the importance of the data collection for an itinerary is mentioned by McDonald (2016). It includes information about the bands shows, accommodations, schedules and so on. The results of the exploratory research show that also Finnish tour managers see the itinerary production as essential and see it as a tour manager's task to negotiate about the schedule, the catering, contact information and other schedules of importance. The itinerary production can with this result be seen as one of the most important tasks to do before a tour no matter if it is done by either a tour manager or a pre-production manager. If the itinerary negotiation and production was not done carefully the tour manager would experience challenges on tour, because Atkins (2007, p.277) implies that all further plans are based on the itinerary and its content.

The most important result of the research about tour management tasks is that the secondary research and the empirical data research reveal the differences between tour management in Europe and the United States. Atkins (2007) and Waddell (2007) mention a production manager in their books, but still define the pre-tour tasks like itinerary production, security pass and badge purchase or tour bus company booking, as the job of a tour manager. The interviewed European tour managers on the other hand said that the pre-production tasks do not actually belong to the tour managers' job, but to the job of the pre-production manager. Both results show that there is a conflict between the researches and

that the secondary research in the pre-production tour phase is not globally equal. This international inequality can influence the theory model created by the author in many different ways. One possible influence is that all of the pre-production tasks such as itinerary production (McDonald, 2016), tour bus booking, entertainment travel agent negotiation, tour cargo company booking, accommodation and transportation booking, and security pass and badge procurement (Waddell et al., 2007) have to be removed from the created theory model. This is necessary because the model is based on the secondary research, the American tour management, and not European tour management. However the model can be easily adjusted for European tour managers and can also be a basic model for European tour managers who do the pre-production themselves. The interviewed tour managers agreed with the possibility of adjustment and that the models are, even though the pre-production tasks are included, still accurate.

6.2 Logistics

Logistics is all in all a wide topic with many different departments, which cannot be right away be identified as logistical segments. Most of the respondents of the exploratory research could not define logistical departments or tasks in the interviews, because of lack of knowledge or simple unawareness, even though they work almost every day with them. The only clear identified logistical section by all of the respondents was transportation. The transportation definition named by all the respondents was that transportation is to move something from place A to place B. This definition can be seen as correct as Coyle et al. (2003, pp.48-49) defined transportation as the movement or flow of goods or the network that moves the product.

Other departments, which were defined by Rushton et al. (2010, p.208), Wieser et al. (2013, p.135) or Monczka (2009, pp. 8-17), could not even be identified partly or correctly. This result indicates that tour managers, musicians and road technicians are not aware of the size of the logistical sector and cannot define purchasing and negotiation tasks as a clear logistical task.

The outcome of this missing knowledge can be that possible challenges can be inaccurately identified and sorted to other departments and possibly get solved in a wrong way.

Furthermore, the challenges cannot be identified properly and other mistakes concerning logistical challenges can result and cause more damage.

The unawareness or missing knowledge of other logistical sections made the identification of purchasing and negotiation tasks in tour management complicated for the respondents of the qualitative research and slightly influenced the research results. The results are influenced in case that logistical segments were explained to the respondents according to the definitions by Coyle et al. (2003, pp.48-49), Rushton et al. (2010, p.208), Wieser et al. (2013, p.135) and Monczka et al. (2009, pp.8-17) in order to be able to carry on based on the topic exploratory interviews.

The result that tour managers or other people in the music industry are not aware of logistical segments is only based on the respondents of this research. To prove the result a quantitative research is necessary and can then be indicated as a possible reliable result.

6.3 The Relation of Tour Management and Logistics

The identified relation, which is based on the secondary research and described in chapter 3.1 *The Relation* between tour management and logistics, was identified by the respondents and confirmed the author's work of a possible existing relationship between both segments. The dimension of the relationship however was not able to be clearly identified, only that the tour manager does execute all of the logistical tour management tasks given in the pre-production. Furthermore, it can be agreed that the tour manager on tour makes logistical decisions related to costs and travel, which can affect the result of the whole tour in a negative or positive way. This also indicates that there is a rather strong relation between tour management and logistics, which cannot at this point yet be fully identified.

Moreover, the respondents of the exploratory research were able to sort the tour management tasks defined by Atkins (2007), McDonald (2016) and Waddell (2007) according to the logistical sections. The respondents had no deeper background knowledge of logistics and only got a short definition provided in order to carry on the interview.

This correct assorting of the tour management tasks indicates that the defined tasks by Waddell (2007), McDonald (2016) and Atkins (2007) are real content of the work of a

tour manager. Furthermore, it shows that the respondents were able to see the earlier identified relationship between tour management and logistics in their everyday work.

Clearly defined lines between the logistical sections cannot be drawn, because all of them cooperate and can partly overlap. The reason the created theory model was not adjusted according to the respondents is that the whole concept is based on the theoretical framework and with it the definitions of the tour management tasks and logistical segments.

In a case where two identified definitions were probable for the same tour management tasks, the section with a stronger influence was placed by the author. This does not indicate that the respondent's experience or thinking is wrong, but only that the task is more strongly influenced by one segment. A good example is that the entertainment travel agent is listed as negotiation, but could according to a respondent be purchasing. However the sorting of the entertainment travel agent to the negotiation segment is already based on the definition by Waddell et al. (2007, pp.99-101), where the travel agent himself purchases flights, hotel rooms and other extras for the tour manager, but has to constantly consult the tour manager and negotiate with him about prices and special needs of the band. Now the definition can get connected with the definition of Monczka et al. (2009, pp.461-481), who describes negotiation as a formal communication process between two or more people to find a mutual agreement about different issues. In this case the tour manager does not purchase himself, but negotiates with the entertainment travel agent, the second person, about different issues such as the price and other special needs, which makes the entertainment travel agent communication a negotiation task.

6.4 Logistical Challenges in Tour Management

The new conducted theory model is based on the earlier established relation between tour management and logistics. The relation was later adjusted so that together Logistics and Tour Management include The Logistical Challenges of Tour Management, which is shown in *Figure 2 Relationship between Logistics and Tour Management (Schütz, 2017)*. This relationship theory is based on the earlier research, but was confirmed to be accurate by all of the respondents. They agreed on the relationship model because they have themselves experienced challenges in tour management with logistical relation. The results from the secondary research and the empirical research indicate that if there is a relation

between tour management and logistics, there have to be for sure logistical challenges, which influence the work of tour managers.

Whitmore (2015) identified the challenges of purchasing and procurement as accidental orders, inflexible suppliers, exceed of budget, damaged goods, and rushed and impulsive purchasing. Both of the tour managers named examples for those challenges. Accidental orders had been made for accommodation and transportation by purchasing wrong flights or too many hotel rooms. Another challenge experience were inflexible suppliers, exceed of budget which is a common challenge in the music industry, and damaged goods such as accommodations with mold.

All those experienced challenges, which are connected to the logistical segment of purchasing and procurement, show that *Figure 3 The Possible Challenges of Purchasing and Procurement in Relation to Tour Management (Schütz, 2017)*, based on the theoretical framework, identifies the relation between tour management and purchasing and procurement in an accurate way. Furthermore, the experience of the respondents gives important in-depth information about the created theory model and has the outcome that the model gets more real than if it would only be based on the secondary research.

Misunderstandings and lack of time were the most common challenges of the respondents while negotiations, but likewise a lack of patience and confidence, overemotional language and being unprepared belong to a tour managers every day challenge on tour. This special result from the interviews indicates that the respondents had experienced almost all the negotiation challenges by MSG Experts (2016) in their everyday work life. Furthermore, it indicates that *Figure 4 The Possible Challenges of Negotiation in Relation to Tour Management (Schütz, 2017)* shows the correct relation between negotiation, the tour management tasks of itinerary product, entertainment travel agent communication, tour bus rules and security team meetings defined by Atkins (2007), McDonald (2016) and Waddell et al. (2007), and also the possible challenges of negotiation, which can occur. The created theory model for negotiation can still be adjusted, but all in all it can be seen as an accurate model for the tour management challenges of tour management.

The coordination of events and meetings (Waddell et al., 2007), sickness prevention and border crossing (Atkins, 2007) were identified as logistical transportation tasks of tour

management. The possible challenges in transportation were recognized as loss of product, product damage, product contamination, delivery delay, supply chain interruption, and wrong security (Coyle, 2011, pp.296-299). All of the respondents had experienced at least one of those logistical challenges in transportation. The most common challenges were related to the prevention of sickness and with it the product contamination, loss of product and delivery delay. This result indicates that *Figure 5 The Possible Challenges of Transportation in Relation to Tour Management (Schütz, 2017)* can be seen as accurate in case of transportation challenges in tour management, because of the experience of the respondents in their work related to tour management and the theoretical framework.

Waddell et al. (2007) defined the two pre-production tasks of tour bus and tour cargo company booking with the negotiation and purchasing process. Both tour management tasks got included in the created theory model to *Figure 6 The Possible Challenges of Purchasing and Negotiation in Relation to Tour Management (Schütz, 2017)*. This new category was introduced, because the assortment to one group was impossible and negotiation and purchasing go hand in hand. The connection of both logistical segments leads to the collection of challenges in both segments. Whitmore (2015) defines the five purchasing and procurement challenges of accidental orders, inflexible suppliers, exceed of budget, damaged goods, and rushed and impulsive purchasing. The challenges of negotiation are misunderstanding, lack of time, lack of patience and confidence, overemotional use of language, and being unprepared (MSG Experts, 2016).

The exploratory research proves that the created theory model, which is based on this just mentioned secondary research, for purchasing and negotiation with its challenges is at least partly correct and has been experienced in real life. One of the respondents experienced misunderstandings and inflexible suppliers with a tour bus renting company. The other one experienced accidental orders, exceed of budget through missing availability of tour busses, damaged tour busses and misunderstandings while negotiation with tour cargo companies. All of these challenges are mentioned in *Figure 6 The Possible Challenges of Purchasing and Negotiation in Relation to Tour Management (Schütz, 2017)* and prove that there is a relation between logistics, tour management and logistical challenges.

7 CONCLUSION

In the introduction of the thesis two main research questions and its aims were introduced. The research had the aim to identify the logistical challenges occurring before and during a tour and to name tour management tasks that are related to logistics. Limitations regarding the research were that only tasks which are connected to both, logistics and tour management, were considered for the research and furthermore only tasks, which occur before and during a tour. The material used for the secondary research on tour management were American books. For the secondary research on logistics different books as well as internet articles and sources were used.

The secondary research, based on two different books, clearly identified the pre-production tasks, which are itinerary production, accommodation and transportation purchase, security pass and badge procurement, entertainment travel agent communication and booking a tour bus and tour cargo company. On-tour tasks of a tour manager include tour bus rule negotiation, security team meeting, coordination of events and meetings, sickness prevention and border crossing, all of which are also related to logistics. Furthermore, the three different logistical sectors purchasing and procurement, negotiation, and transportation were introduced with a short definition of the task and followed by the most common challenges in these sectors. This was important for the resulting research as the new theory model is based on this material.

Based on this secondary research the author established first the possible relation between logistics and tour management and its tasks. The earlier conducted secondary research and the different definitions helped to sort the tour management task according to the logistical tasks. Furthermore, a new theory model about the logistical challenges of tour management was introduced. The model includes four different figures arranged according to the logistical sector, the included tour management tasks and the possible logistical challenges.

In order to get deep insight on the conducted secondary research and the author's theory model in-depth exploratory interview research was conducted. The interviews were held

with four different persons from Finland. Each of them has a different job in the music industry, but they are all directly related to tour management.

The results of the empirical data research show that the differences between American and European tour management is significant, but can be easily adjusted by sorting tour management tasks according to “pre-production” tasks or “on tour” tasks. Even though these differences exist the outcome of this research is the same: there is a relationship between tour management and logistics and as such logistical challenges exist. Furthermore, it shows that the aim of the thesis to identify tour management tasks related to logistics was successful as all of the respondents agreed on a significant relation on both and with it the tasks.

The second aim to provide information about the logistical challenges, which can occur before and during a tour, can also be seen as successful. The newly introduced theory model in this case provides all the possible information and is seen by the interview respondents as a good base for future research, new knowledge, and their future work. They also found that if implemented the model should help future tour managers to prevent possible logistical challenges that may occur in their job.

7.1 Limitations and Further Research

The limitations of the thesis influence the result partially and the outcome can differ through boundary changes. In the thesis the research is limited to two parts of the tour phases, the pre-tour and actual tour phase. The outcome is that the post-tour phase becomes completely excluded and the relationship between tour management and logistics in this phase cannot be provided. Furthermore, the logistical challenges of the post-tour phase cannot be identified and provided in this research. The consequence might be that important tour management tasks and logistical challenges are ignored and stay unidentified.

The foundation of the research is built on basic research about logistics and tour management in both phases. Through this limitation, the research concerning the post-tour phase

loses depth and research concerning tour management and logistics only scratches the surface. Therefore, the limitation to the two phases influences the depth of the research.

Another limitation is that the empirical data was collected from Finnish respondents. The Finnish music market is too small to provide an exact global result, which means that other countries with a stronger music industry may disagree with the results and would adjust the theory model according to their experiences. Further research possibilities may be influenced by the limitations of the thesis.

This research can however be used as a foundation for future research. Possibilities for such research could for example be to only concentrate on one of the three tour phases. This would give deeper insight into the created theory model *The Logistical Challenges of Tour Management* (Schütz, 2017) and the model can be further developed in depth and correctness. Furthermore, the post-tour phase can be included in further exploratory research. Such research could fully complete the model and help to identify logistical segments in the post-production phase of tour management, which are at the moment unknown.

The empirical data collection is based on Finnish respondents from a small music market, which have a strong connection to European tour management. The secondary research can be taken in order to collect qualitative empirical data from countries with a larger music market, such as, Germany or the United States. The demand for concerts in those countries is much higher and the outcome for the research could differ accordingly.

A possible research area, which is recommended, is quantitative research based on this thesis, which will help to investigate if the newly created theory model by the author is accurate and can be used in real life. The quantitative research would provide more information about the preciseness of the theory model, disagreements and possible adjustments in a larger scale than the exploratory qualitative research in this research.

7.2 Final Recommendation

The final recommendation by the author is that the new created theory model is accurate and can be used in real life tour management situations in order to identify possible challenges. The whole research was created because of the passion the author has for the job

as tour manager and the experienced challenges. This did not influence the result and makes it even more valuable as the author wants to provide help to people in the music industry, who have experienced similar problems.

The exploratory research limitations do influence the result, but because the respondents have so many different jobs in the music industry and constantly tour around the world most of the time the theory model can still be seen as accurate. Adjustments to pre-production and on-tour phase as well as American and European tour management are easily made without further needed research. In this case a huge thanks to the respondents, who provided their knowledge and experience for this research.

The created research model as a base can be used for further quantitative research, in agreement with the author, in order to find out if the created model is really accurate or needs further adjustments depending on different countries or continents.

At the end it should be mentioned that even though there is now a model concerning possible logistical challenges in tour management, the job of a tour manager is still unpredictable. Unexpected things can happen everywhere and that's why a tour manager should always be aware of the unpredictable unknown.

REFERENCES

Atkins, M (2007a). *Tour : Smart:And Break the Band*, Chicago Review Press, Chicago, US.

Bryman, A., Bell, E. (2013) *Business Research Methods*. 3rd ed. Oxford: Oxford University Press.

Christopher, M., (2011). *Logistics & Supply Chain Management*. Fourth Edition.

Coyle, J. J., Bardi, E. J., Langley Jr., J. C., (2003). *The Management of Business Logistics. A Supply Chain Perspective*.

Coyle, J. J., Novack R. A., Gibson B. J., Bardi E. J., (2011). *Transportation, A Supply Chain Perspective*.

McCormack, M. H. (1995), *On Negotiating*, Los Angeles: Dove Books.

McDonald, H., (2016). "Heading Out On The Road? What To Put On Your concert Tour Itinerary". [online] *The Balance*. Available from:

<https://www.thebalance.com/concert-tour-itinerary-template-2460470>

[Accessed: 12.12.2016]

MSG Experts, (2016). *Challenges for and Effective Negotiation*. [online] *Management-studyguide.com*. Available from:

<http://www.managementstudyguide.com/negotiation-challenges.htm#>

[Accessed: 12.12.2016]

Monczka, R. M, Handfield, R.B., Giunpero, L. C., Patterson, J. L., (2009) *Purchasing & Supply Chain Management*. Fourth Edition.

Rushton, A., Croucher, P., Baker, P., (2010) *The Handbook of Logistics & Distribution Management*. Fourth Edition.

Shell, G. R. (2006), *Bargaining for Advantage: Negotiation Strategies for Reasonable People*. Second Edition. New York: Penguin Books.

Waddell, R. D.; Barnet, R. D.; Berry, J., (2007). *This Business of Concert Promotion and Touring. Key Representatives for Touring Artists. Tour Manager*. New York: Billboard Books.

Whitmore, B., (2015). "Get Your Purchasing in Order: 5 Common Procurement Problems (With Easy Fixes). [online] *Procurement Sense*. Available from: <http://blog.procurify.com/2015/11/24/get-your-purchasing-in-order-5-common-procurement-problems-with-easy-fixes/> [Accessed: 12.12.2016]

Wieser, P., Perret F.-L., Jaffeux C., (2013). *Essentials of Logistics & Management. The Global Supply Chain*. Third Edition.

APPENDICES

Interview Guide: “The Logistical Challenges of Tour Management”

Part 1: Background

Please describe who you are.

What is your job in the music industry?

In what relation do you stand to tour management and a tour manager?

How often have you been ca. on tour as a tour manager/ with a professional tour manager outside of Finland?

Part 2: Tour Management Tasks

What kind of tasks, from your point of view, does a tour manager have, before a tour?

And while touring?

Please look at this list. Would you say that all these tasks are done by a tour manager before and during a tour? (List1)

Part 3: Logistics

What do you know about Logistics?

Can you name specific categories of Logistics?

Part 4: The Relation of Tour Management and Logistics

According to you what kind of relation there is between Tour Management and Logistics?

The earlier shown list of tasks of a tour manager can be sorted according to the logistical explanations of categories. (List2) Do you think the arrangement is correct?

Why not?

Would you change single tasks into another category?

Part 5: Logistical Challenges in Tour Management

Special challenges occur in many parts of life. How or in which parts do you agree to the graphic? (Graphic1)

What are the logistical challenges for Purchasing, Negotiation and Transportation?

The band is in case of this research the product as well as the crew, which is needed to make the production successful. We start now with the graphic of Purchasing and Procurement (Model1) with the sorted Tour Management Tasks and the Logistical Challenges:

How and are all these Logistical Challenges possible to occur in the tasks of Accommodation, Transportation, Security Passes and Badges purchase/procurement?

Which of the challenges have you experienced yourself? Please name them and give examples.

Which other challenges can occur?

The next graphic shows Negotiation (Model2) with the sorted Tour Management Tasks and the Logistical Challenges:

How do you think that all these Logistical Challenges are able to occur in the tasks of Itinerary production, entertainment travel agent, tour bus rules and security meeting negotiations?

Which of the challenges have you experienced yourself? Please name them and give examples.

Which other challenges can occur?

As negotiation is a part of purchasing we have the extra category of Purchasing and Negotiation. The next graphic shows Purchasing and Negotiation (Model3) with the sorted Tour Management Tasks and the Logistical Challenges:

How are these Logistical Challenges able to occur in the tasks of Tour Bus and Tour Cargo Company negotiations and purchasing?

Which of the challenges have you experiences yourself? Please name them and give examples.

Which other challenges can occur?

The next graphic shows Transportation (Model4) with the sorted Tour Management Tasks and the Logistical Challenges:

How are the mentioned Logistical Challenges able to occur in coordination of Events and Meetings, Sickness prevention and Border Crossing transportation?

Which of the challenges have you experienced yourself? Please name them and give examples.

Which other challenges can occur?

Part 6: End Discussion

Do you think the model of “Logistical Challenges of Tour Management” we just discussed is accurate?

How would you adjust the model?

How can this new knowledge help you in the future?

Do you want to add something?

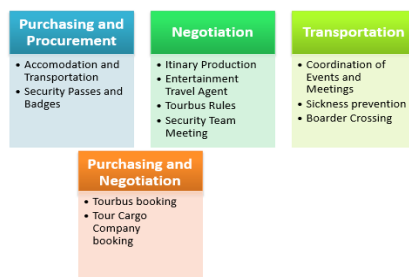
List1



Graphic1



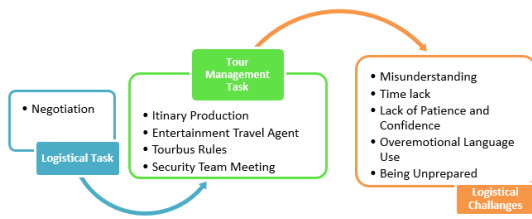
List2



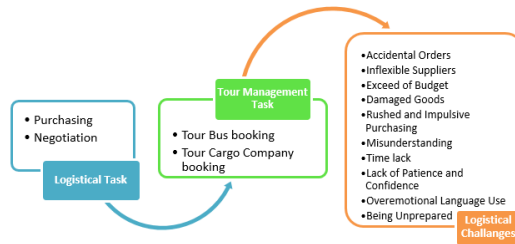
Model1



Model2



Model3



Model4

