Organizing and implementing an event as a fundraising strategy – case VCEA RY

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2018 Laurea

Laurea University of Applied Sciences
Leppävaara

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Degree Programme in Business
Management
Bachelor's Thesis
June, 2018

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Year	2018		Pages	95

This thesis gives an overview of the organization and implementation process of an event that was used for raising awareness and generating fund for a charity campaign. The event, Vietnamese Cultural Show, was commissioned by the Vietnamese Cultural Exchange Association Ry- a non-profit association based in Helsinki and was apart of the joint project "Build Schools for Vietnamese Ethnic Minority Children".

The objective of the thesis is to learn how a non-profit organization can run a fundraising campaign and organize an event sucessfully as well as give recommendations for VCEA, contributing to the better development of the VCEA's future event and co-operation project.

Both used quantitative and qualitative methods were decribed in the thesis. Feedback forms given out during the event were to find out about guests' feeling of the Vietnamese Cultural Show activities and the attitude toward a fundraising campaign. Self-observation explains opinions from the VCEA's members and volunteers on the management and implementation of the event and project.

This thesis report is divided into seven parts, starting with the introduction of the project background explaining the aim and objectives of the event and project. The second and third section is the theoretical framework, which consists of fundraising strategy and the event planning and management at every main stage. Followed is the research methodology to be used in the paper. The fifth part is about the explanation of how the Vietnamese Cultural Show was implemented in some main areas throughout the project timeline and the result of the charity project. The survey result and analysis of the event are stated at part six. The last section of the thesis covers the summary of the paper, the evaluation and the suggestions for enhancement of VCEA's events or projects in the future. This paper was written in the perspective of the author who was the project manager, event organizer, and implementation officer at every stage of the project from the beginning.

Keywords: fundraising, non-profit, charity, event planning, event management

Explanation of Abbreviations

DhsTV   Du hoc sinh TV (Vietnamese Student Abroad Association)

ETCD   Education and Training Committee Division (of Tuan Giao district - Dien Bien province - Vietnam)

VCEA (ry)   Vietnamese Cultural Exchange Association (ry)

VCS   Vietnamese Cultural Show

V.E.O   Volunteer for Education Organization

WBS   Work breakdown structure

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1   Introduction

1.1   Background

The Vietnamese Cultural Exchange Association (VCEA Ry) is a non-profit association having about 5 years of operation in Finland and almost 1 year of official registration by PRH (Patentti- ja rekisterihallitus) in Helsinki. Hence, it is still considered as a young association but with clear objectives. The meaning of the association is to promote and advertise Vietnamese culture in Finnish society, especially the performance art for examples Vietnamese dancing and singing. VCEA also aims at creating a creative and comfortable environment where individuals are capable of participating in many cross-cultural events or activities. Accordingly, it assists in connecting the Vietnamese people, specifically students in Finland, with each other and with the Finnish and international people in Finland.

Since 2012, VCEA has participated in several cultural projects and events in the center area of Finland. It has co-operated with some organizations for examples the Vietnamese Embassy in Finland, the Vietnamese Community in Finland (Suomen Vietnamilaisten Yhteisö Ry), the Vietnamese Student Association in Finland, the Hakunila International Organization (Hakunilan kansainvälinen yhdistys), the Caisa International Cultural Centre (Caisa Kulttuurikeskus), etc.

To support and encourage the cause of the Charity project – "Building schools, building futures for Vietnamese Ethnic Minority Children", VCEA proudly participated in as not only the sponsor but also the project co-organizer and the main to handle the fundraising strategy in Finland. It organized the Vietnamese Cultural Show to attract donors for the project. The reason why VCEA choose this method to be the main fundraising way in Finland will also be explained later in the thesis.

1.1.1   The fundraising campaign for charity

The charity project's original name was "Xây Trường, Dựng Ước Mơ" (Build Schools, Build the Futures). VCEA changed the name to "Build Schools for Vietnamese Ethnic Minority Children" while running the project in Finland to raise more awareness among the people in Finland. From the beginning, it definitely sends a clear message of the project's aim that facilitates the disadvantaged ethnic children in the remote area of Vietnam to have a better educational infrastructure and opportunities.

In Vietnam's remote mountainous region, the ethnic locals normally have low education level and earn their living mainly by agriculture and shifting cultivation. It is lack of electricity and hygienic water source in many areas. Besides that, the traffic system is in the poor condition with winding soil roads. Furthermore, there are no big and modern schools as in the large cities but multiple temporary classrooms built of simple wood pieces and dry leaves with such a poor and inconvenient condition. Those temporary school sites which belong to a main school of a zone are scattered far away from the center and from each other to get closer to the students where their households live. In addition, the studying and teaching equipment, as well as the playground for children, is always in shortage. Owing to all the reasons above, the ethnic students sometimes lost their motivations to go to school and the teachers usually have to go to each family in the area to persuade and embolden them to get back to study.

In 2016, the Vietnamese Student Abroad Association, Volunteer for Education Organization and the Education and Training Committee Division of Tuan Giao district - Dien Bien province succeeded a fundraising campaign and rebuilt the Huot Lot School site which is attached to the An Binh Kindergarten Center School. The total amount of donation, was approximately 180,600,000 Vietnam Dong, equals to about 7200 Euro at that time. Consequently, the project "The future of children in Viet Nam 2016 – Build Huoi Lot School site in Muong Mun, Tuan Giao, Dien Bien" managed to give nearly 60 students a new construction of two classrooms, a toilet room, and a playground, and present packages of study supplies (DhsTV 2016).

VCEA totally understands that "education is a human right with immense power to transform. On its foundation rest the cornerstones of freedom, democracy, and sustainable human development. Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family" (Annan 1997). Thus, the association joined hands with the DhsTV and the ETCD of Tuan Giao in the charity project with the goal of raising 8000 Euro to build Pu Pien Primary School site which is attached to the Nam Muc Primary Center School.

The elementary school of Pu Pien is located in Pu Pien villages, Muong Mun commune, Tuan Giao district, Dien Bien province. This place lies about 425 kilometers from Hanoi – the capital city of Vietnam and has a landscape of mountain and forest.

Muong Mun has 18 villages and 1,050 ethnic groups' households of which 46,9% is poor and 20,4% is near-poor family. There are 5,179 locals with four ethnic compositions which are composed of 63,5% of Thai, 18,1% of Hmong and 14,8% of Kho Mu minority ethnic and only 3,6% of Kinh - the major ethnic in Vietnam. Pu Pien, a village of Muong Mun, has 37 households and the poverty rate of 89,2%. The locals, are Hmong ethnic people with low literacy levels and usually works on the upland rice fields. Pu Pien Primary School site is located 12 kilometers away from Nam Muc Primary Center School in Muong Mun and almost 60 kilometers from the center of Tuan Giao district. Besides, access to this area is not easy due to the hilly terrain and soil roads which turn to mud in the rainy season. It often takes the local children hours to walk to school every day.

In the beginning, the school had only a temporary classroom, for nearly 20 students studying in grade 1st and 2nd, which was meagerly made from plain wood pieces. Additionally, it had no canteen, playground or proper toilet. In spite of the very hot summer and bitterly cold winter weather, there was no electricity to run the fan, the heater nor simply light the pulp. The insufficiency of access to clean water at the place not only affects the health of students and teachers but also put them in plenty of troublesome circumstances. Moreover, the dry-leaves roof of the classroom was usually blown off in the raining and storm season. The locals here have adversity in finance to mobilize the construction and repair the facilities themselves. Being in such condition, both the pupils and their teachers sometimes lost their concentration and motivation in their teaching and learning work. According to Mr. Mai – the vice head of ETCD of Tuan Giao and Mr. Nguyen – the headmaster of Nam Muc Primary Center School, the true statistics and difficult situations of were better described.

1.1.2 The event – Vietnamese Cultural Show

The Vietnamese Cultural Show had two main objectives. The first one was to promote the charity project "Build Schools for Vietnamese Ethnic Minority Children" as well as gain money from the ticket sales, food sales, event's donation and sponsoship. All the profit which was made from all sales, donating and sponsor activities of the VCS would be funded to build new Pu Pien School site and encourage the learning attitude of these students together with the teaching attitude of the teachers there. Accordingly, the Vietnamese Cultural Show could also be considered as a charity event.

The second goal of the event was to promote the culture of Vietnam, the well-being of the Vietnamese residing and the organizer to the Finnish and international friends in Finland. The two countries have a close relationship during the last four decades. In Vietnam, Finland has a well-known and positive image owing to many good achievements from the long-term development co-operation. In Finland, Vietnamese people is one of the country's largest groups of Southeast Asian people. By the early of 2017, the population of the Vietnamese speaking in Finland reached 9,200 (Statistics Finland 2017). In the field of art and culture, there are some Vietnamese music shows and festivals from time to time. However, the organizer and their main target group is the Vietnamese community in Finland. Besides, multicultural activities and events whose target audience is the English or Finnish speaking, rarely have the participation of the Vietnamese. Therefore, VCEA had proudly presented the Vietnamese Cultural Show in Finland, for first time welcoming all Vietnamese, Finnish and English speaking people to come and share the delightful moment together, make more and strengthen the connections, and learn more about the art and culture of Vietnam.

The Vietnamese Cultural Show was held in Balderin sali hall in Helsinki on Friday night, 2nd June 2017 by VCEA. It targeted in Helsinki metropolitan area's expats and locals who are interested in art, culture, and charity. Another objective of the charity cultural event was to offer a chance for attendees to enjoy a gratifying and cozy night where they could watch entertaining performances, taste delectable Vietnamese cuisines, make friends and get to learn more about the lovely country and culture – Vietnam. Consequently, it was programmed with diversified activities of food selling, audience interactive game and 14 stage performances including singing, dancing and traditional costumes catwalk in the total duration of 2 hours. Tickets were sold in both online or printed form at the price of 12 Euros for adults, 10 Euros for students and free for small children. Besides, the reduced price for early bird and (large or family) group ticket was also applied. Almost 50 VCEA's members, performers, and volunteers had joined in the organization process for about 3,5 months and put their best effort on the event day for their customers and donors.

1.2 Thesis objectives

The target of this paper is to learn how a non-profit organization can run a fundraising campaign and organize an event successfully. Besides, its purpose is to describe

the implementing process of the event – Vietnamese Cultural Show which was a part of the charity project "Build Schools for Vietnamese Ethnic Minority Children" as well as evaluate the implementation. Another aim is to answer the sub investigative questions: if the attendees were satisfied with the event and what the factors affecting the amount of donation of the attendees are. The last but not least objective is to suggest the recommendations to the organizer - Vietnamese Cultural Exchange Association for the purpose of improving the VCEA's future event and co-operation project.

The thesis concentrates on the theories of event planning, event management and fundraising strategy in non-profit organizations founded on books and online sources, as well as the research data collected from the survey. In addition to that, the thesis also evaluates the success of the event Vietnamese Cultural Show and the achievement outcome of the charity project.

1.3   Thesis structure

The project-based thesis is divided into two main parts: the theoretical part and the empirical part.

At first, the theoretical framework is carried out throughout section 2 and 3. These sections mean to deliver to readers the concept and the analytical methods of fundraising strategy and event management. These chapters play an important role since this is the main theoretical framework to apply to the empirical part.

In the second chapter, the author presents how a non-business entity attracts financial support for its operations and projects. It includes the background of fundraising, the fundraising strategy development process, the fundraising sources and the fundraising method and platform. The third chapter concentrates on defining an event as a fundraising method and how an event can be planned and organized. It provides the essential literature of event definition and categorization, event management and event planning process. The main areas of event management such as event conceptualizing, event design, marketing, human resources, and finance are also emphasized in this section.

Secondly, the empirical part of the thesis is located in chapter 4, 5 and 6. The methodologies that have been chosen in order to commit a valid and reliable the research are described in section 4. The following chapter presents the main implementation stages of the Vietnamese Cultural Show and the final result of the charity project. Chapter 6 is divided into two parts: the result of the survey and the analysis. The last chapter is the conclusion containing the summary, the event evaluation and the recommendations for VCEA Ry.

2 Fundrasing in non-profit organization

This chapter delivers an overview of the non-profit organization, different fundraising activities and products, and process for planning a campaign. The main intention of the literature review is to outline key theories and practices behind fundraising strategy in the non-business world along with the rules and regulations in Finland that would act as a basis for drafting a detailed action plan for the "Build Schools for Vietnamese Ethnic Minority Children" charity campaign.

2.1 Theory of fundraising and non-profit organization

AFP Dictionary defines fundraising as "the raising of assets and resources from various sources for the support of an organization or a specific project." (AFP Dictionary 2003, 54). Fundraising can be done using different techniques such as direct marketing, campaigns and legacy fundraising (What is Fundraising 2011). Fundraising has a close connection with the philanthropic goal and non-profit association. It does not mean that this activity is not common in the business world. There are some considerable differences between the two to be compared below.

Whilst profit-seeking organizations see fundraising and funding act as the major constituents which the growth of developing and selling their product/service to achieve the primary financial goals of the business. The non-business entities see money from the fundraising as a resource that helps to reach their deepest missions that benefit the public. Furthermore, funders in nonprofit are donors and sponsors who are willing to donate money or non-financial gifts thereby supporting the organizations to fulfill their social oriented goals without expecting any payback. Whereas, among businesses, the funders are often considered as angel investors or venture capitalists that

commit their capital with the expectation of sharing ownership equity or having the future financial return.

In the accordance to Dr. Wolf, in the non-profit world, there can be no concept of ownership, since such an entity aims at serving a broad public purpose and the law is clear in specifying that ownership is not legally qualified with the public purpose. In short, the ultimate mission of a non-business organization is not to increase the financial value of the organisation or distribute its surplus income to owners or shareholders but rather to reach its purposes and missions. The mission diversifies depending on its business field but always supports the better well-being of the society.

Non-business entities can be divided into either private or public group. In Finland, public non-profit organisations are municipalities or governments organisations in the areas of healthcare and education. While the private side is associations and unions in the areas of religion, culture, human services, and the environment. Examples of the non-profit are charitable organizations, trade unions, and public arts organizations.

2.2   Rules and regulations in Finland

There is a large number of non-profit organizations in Finland. In 2017, there were over 105000 associations and over 400 religious communities that are the officially registered at the Finnish Patent and Registration Office (Number of associations and religious communities at the Register of Associations and the Register of Religious Communities 2017).

As claimed by PRH, "the Register of Associations is meant for the registration of non-profit associations. A non-profit association is an organisation, meant to be permanent, founded by several persons or organisations having legal capacity, for the realisation of a common non-profit purpose. Non-profit associations within the meaning of the Associations Act differ from economic organisations in that they do not aim at gaining profit or economic benefit for the parties to them, and that their activities cannot be mainly economic. The focus of the activities has to be in non-profit work. Political parties, trade unions, athletic clubs, charitable organisations and hobby

clubs are examples of non-profit associations within the meaning of the Associations Act".

Nevertheless, a non-profit can operate either as a registered or an unregistered association. While an unregistered association does not have legal capacity, it cannot acquire property in its name and be a member of another association. Registered associations do have those rights and can own property, enter into contracts and file different petitions and applications. Besides, the commitments of the association are not taken responsibilities by their members personally. Moreover, "in Finland the freedom of association also covers foreign natural persons and foreign organisations having legal capacity. The only restriction is laid down in Section 35(3) of the Association Act, according to which the chairperson or the vice-chairperson has to be a resident of Finland" (How to found an association 2015).

In Finland, running fundraising campaigns for non-profit causes requires a permit. Non-business organisations and foundations can apply for the fundraising permit at police departments or the National Police Board and the processing time is about six months. However, there are some circumstances that a permit is not needed:
- The fundraising of nursery school groups and school classes
- The fundraising of established study and hobby groups
- The political fundraising campaigns
- The contributions collecting from the will or non-monetary donations
- The fund raised in indoor public meetings or by registered religious communities and organizing auctions
- Concerts or events for philanthropy causes
- Neighbor aids (When is a money collection permit not needed 2017).

2.3   Fundraising planning process

To accomplish any goals, a plan is extremely vital to start at the first move. In the following figure, there are seven steps of the generic planning framework for non-profit fundraising adapted from Sargeant.

1. Organization Mission/ Objectives

2. Fundraising audit / SWOT analysis

PEST analysis	Competitor analysis	Collaboration analysis	Market analysis	Internal analysis

3. Fundraising objectives

4. Fundraising key strategies

Overall direction	Segmentation targeting	Positioning	Case for support

5. Tactical plans

Individual	Corporate	Trust/Foundation

5. Budget

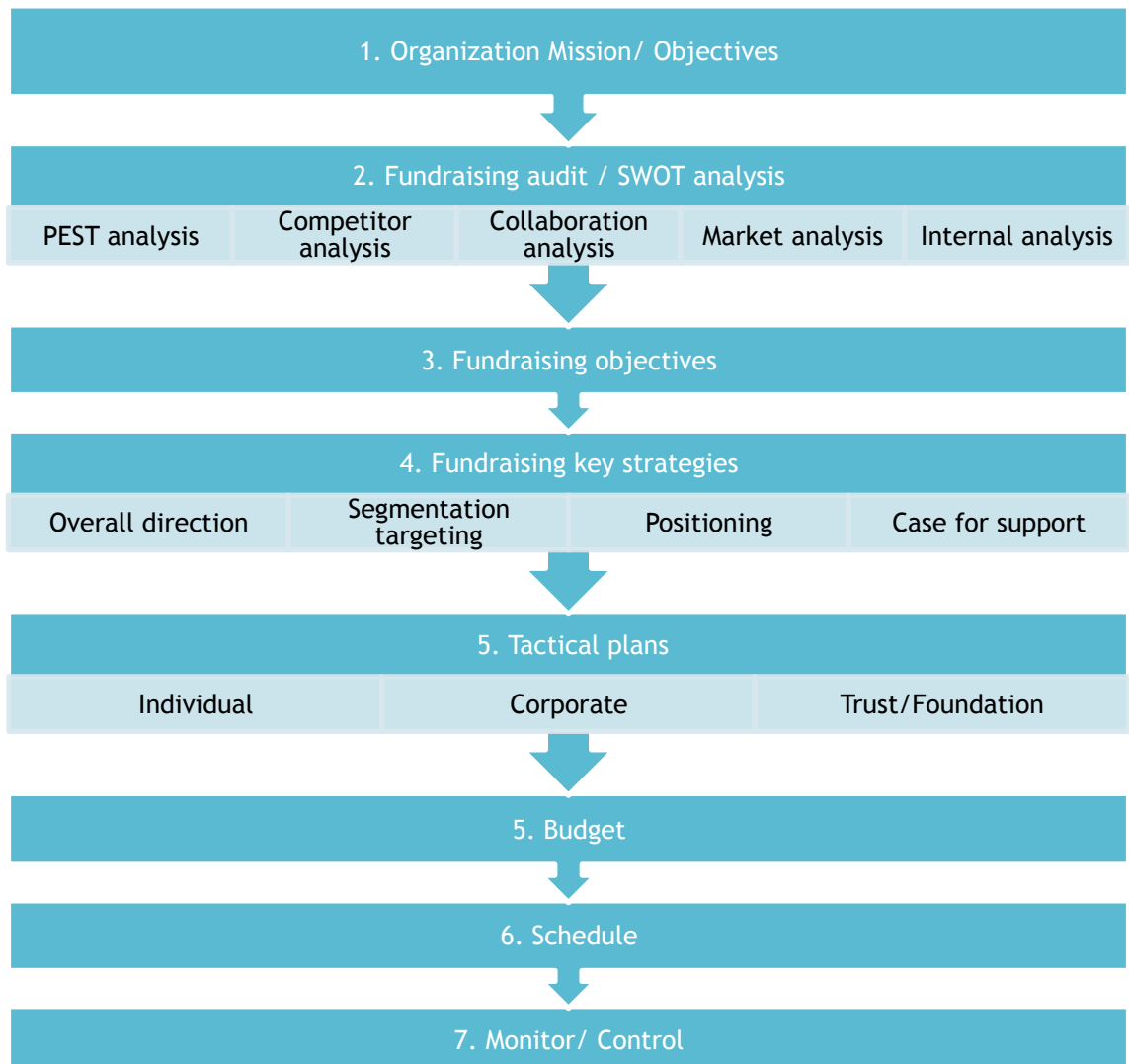| 6. Schedule |
|:---:|

7. Monitor/ Control

Figure 1. Generic planning framework (Sargeant 2010, 117)

A written fundraising plan is considered as a blueprint for the success of the organization. It will address and incorporate the organization's needs, goals, strength, priorities and target groups. In the accordance to Sargeant, planning in professional fundraising may involve a variety of activities including strategic choices as vision and mission, annual fundraising campaigns, generation of funds from a range of donor groups and channels, maintaining and building relationships with existing and potential donors, special events organizations and awareness campaigns operations. A not-for-profit with the fundraising plan can surely be more proactive, ensure every of its member to be on the same track and accountable, create efficiency and generate a better fundraising result.

2.4   Funding sources

Without equity trading or investors, it can be even harder to keep a non-profit entity alive and thriving than that of a for-profit. Hence, the non-profit organization often actively seek out divergent sources to raise income for their annual operations or project campaigns. The five most common sources which are gifts and donations, grants, loan financing, contract, and trading are shortly described in the table below (adapted from Funding sources for charities and non profit organisations 2017).

	Type	Brief definition
1	Gifts and dona-tions	Generally comes from individuals, companies, charitable trusts, institutions and can have tax relief. Do not require repayment term or collateral.
2	Grants	A generous source made by governments, public sectors, charita-ble trusts and foundations that often requires a winning application with conditions. Usually do not require repayment and tax payment.
3	Loans financing	A sum of money from banks, financial institutions or even individuals as board members that can be borrowed and must be paid back in a periods of time oftenly with interest. Require collateral or someone to guarantee the loans.
4	Trading	The act of selling goods and services to members, other organizations or the general public to generate funds, oftenly in events, on the internet or at organization's shops. May require permit and must relate to the field and purpose of the organization. Depending on the scale, the profit can be or not exempt from tax.
5	Contract	A form of trading where there is a formal agreement between

two parties. The non-profits may deliver their special services to get back either monetary income or other batering goods/services in exchange . Laws and permits should be cautiously reviewed to prevent any pitfalls. The income from this will be deducted in tax and VAT.

Table 1. Non-profit funding sources

For non-profit, especially philanthropy fields, gifts and donations are the most particular significant source. While the other four sources generate mostly money for the funds, gifts and donations can take various forms besides cash. They include also constructions, building maintenance services, scholarships, medical care services, faculty or staff position supports, bequest of private endowments such as securities and tangible property (Kachinske 2009, 183-184). Besides, the membership fee is also considered as a source of funding, popularly in new and small organizations. The amount of fee is often low thus maintaining and gathering a larger group of members.

2.5   Fundraising methods and platforms

Despite the fact that the final goal of non-business organizations is not to make profit, they can and do make money in the same way profit-seeking entities do, since every organization would need finance source to be active. Moreover, all the money gained from various activities of a non-profit must be "directed toward the public purpose for which the organization was set up, held in reserve, or turned over to another organization with a public purpose" (Wolf 2012, 8).

Fundraising is a common practice in non-business to make money with divers different activities depending on the organization's cause and project. Following is a table demonstrating a range of common fundraising activities and products.

Corporate and Individual fundraising	
Personal solicitation	Personal solicitation
Charity of the year	Direct mail
Payroll giving	Press advertising
Staff fundraising events	Press/magazine inserts

Sponsored events	Direct response television ads
Special events/dinners/galas	Radio advertising
Cause-related marketing	Face-to-face (on-the-street recruitment)
Challenge events	Door-to-door (soliciting gifts on the doorstep)
Goverment grant	Street collections
Silent auction	Telephone fundraising
	Trading
	Flag days
	Sales of raffle/lottery tickets
	Jumble sales
	Special events/dinners/galas
	Sponsored events
	SMS text messaging
	Internet fundraising
	Challenge events
	Silent Auction

Table 2. Fundraising activities and products (Sargeant & Jay, 2004)

The most common fundraising methods are internet fundraising, fundraising events and personal solicitation.

2.5.1   Internet fundraising

By virtue of the fact that this is the century of the Internet that people of all ages and generations have considered the Internet as an essential part of their lives, online fundraising via websites, email and social media platform has progressed as a common way of raising money.

One can usually donate to the organizations directly via their official website. Consequently, it is important for them to have a solid presence and user-friendly website where potential supporters could find clear information of who the organization is, what the organization does, why it matters, who supports it, where the money goes and how to donate. Besides, there is a majority of Internet fundraising happening through email which is "the system for using computers to send messages over the internet" (Cambridge Dictionary 2017). This tool is immensely useful and inexpensive to not only attract financial support but also build a stronger relationship with donors

and connect with prospects on a regular basis. The non-profit organization should build a solid portfolio and email campaigns focusing on the particular topic with a timeline and goal attached. Last but not least, doing the fundraising via social media and crowdfunding platform with many of their supportive functions, could help an organization with its well-design profile and campaign to attract and engage a large scale of supporters and have the opportunity to turn a donor to a fundraiser (Heyman 2015).

Crowdfunding, which is considered a way of internet fundraising, is "the practice of getting a large number of people to each give small amounts of money in order to provide the finance for a business project, typically using the internet" (Cambridge Dictionary). A fundraising campaign can be started on these top platforms:
- Gofundme (www.gofundme.com)
- Kickstarter (www.kickstarter.com)
- Indiegogo (www.indiegogo.com)
- Youcaring (www.youcaring.com)

and so on. Most of those sites have platform fee and payment fee (Top Fundraising & Crowdfunding Sites 2017).

In addition, the online tools of:
- Facebook (www.facebook.com)
- Instagram (www.instagram.com)
- Youtube (www.youtube.com)
- Twitter (www.twitter.com), etc.

are the examples of social media – "the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration" (Rouse 2016). That application is commonly used on both computer and phone by people from all over the world. Facebook is equivalent of the world third largest country with over 2 billion users logged in every day (Number of daily active Facebook users worldwide as of 4th quarter 2017 (in millions)).

2.5.2   Event-based fundraising

Even though there are more and more raising fund and fundraiser-donor relationship building activities happening through internet and technology, events are still a critical way in fund solicitation. Requiring a significant amount of time and effort, suc-

cessful events also bring a great benefit to the organization in the area of personal engaging with existing and the next generation of donors, raising awareness of the case, generating much-needed fund and especially inspiring a sense of community among supporters that no other form can (Heyman 2015, 117-118).

There are endless types of events to be used depending on the organization's missions, fundraising strategies and goals. The table below represents the most common special event types that are organized in order to assist the activity of soliciting fund often in a big scale, suggested by Kachinske.

	Type	Brief definition	Other notice
1	Galas and other meal/enter tainment events	Fancy, formal and large dinner banquets, sometimes involve speakers, awards and remarks from the leadership of the fundraising organisation	Often has high cost of production Can have silent auction
2	Competitions and races events	Involve sport activities, gather a large number of people who pay for admission fee, participant can also be a fundraiser and marketer themself	Merchandise sales are regulaly organized along the event
3	Grand openings	Inviting and introduce existing and potential donors to new facilities to create awareness about the organization, build relationship and generate funds	Often hold catering and interesting activities
4	Antique shows	Gather antiques dealers and artist to sell antiques in the show to attract public participants. Often have entrance fee and booth rent	Usually work along with art exhibition or art auction
5	Bingo night	Invite people to participate to a bingo play with prizes awarded. Often contain entrance ticket sales, beverage and food sales.	Legal gambling permit is required

6	Raffles	Organise raffle of cash or prizes that can be easily held online, paired with other specific event or stretched over a long period of time.	Might require legal gambling permit but no tax deduct
7	(Charity) concerts/ Shows	Organize stage performances about art such as singing, dancing, comedy, plays etc. A good way to attract a large scale of donors. Performers usually join for free or a reduce fee. Donation gets from entrance tickets and donation box	Often comprise auction, merchandise, beverage or food sales
8	Celebrity events	Invite a celebrity to perform at or host the event to attract potential donors who would not otherwise come for an event	The cost to book a celebrity may outweigh the benefit

Table 3. Fundraising event category (Kachinske 2009)

The eight examples of special event types above generate the fund mostly from the entrance ticket sales. Gala/dinners are probably the most common type that non-business entity often targets to the high-end customers with high-priced tickets. Charity concerts, charity shows and celebrity events also have pricy tickets owing to the attraction of interesting programs, talented performers or celebrities. Other types including grand opening, antique show, bingo night, raffles, and competition and race events would have various participant ticket strategies depending on their event scales and target groups.

In addition to ticket sales, funds are often raised by merchandise or foods and drinks sales in those events. A variety of merchandise items, such as T-shirt, hat, bracelet, sticker, poster, keychain, balloon, mug, tote bag, phone case, and plenty of other small decorations, can be sold at an event as a great keepsake for the supporters and considered as a useful marketing strategy. Another fundraising activity, which is usually conducted in conjunction with special events, is silent auction. This is a sale of goods or services, where people can make higher and higher bids for each thing, until the thing is sold to the bidder who will pay most (Cambridge Dictionary 2017). Common items to auction off are restaurant gift cards, gift baskets, signed memorabilia,

limited version of clothing items, artworks, vacation packages, vehicles, professional lessons or courses and dinner with a famous celebrity. A silent auction can be highly profitable events when the organization can ask businesses and individuals to donate them those items in particular (Kachinske 2009, 88).

Aside from the above mentioned special events which are often designed for a bigger scale, there are multitudinous fundraising event ideas that take smaller size based on the community. Fundly has suggested some interesting and creative special event examples including animal walkathon, talent show, car wash event, cultural celebration, obstacle course event, kids' face painting event, community picnic, balloon and lantern release (Fundraising event ideas 2017).

3   Event planning and management

Since the thesis is written on the specialization of organizing an event, and also for event management's improvement purpose, first and foremost this chapter will explain the definition and categorization of events. Secondly, as the core of this thesis, a theoretical framework of every aspect in event management and event planning process will be followed, as a guideline in organizing the event Vietnamese Cultural Show - a part of the charity fundraising campaign.

3.1   Event definition and categorization

There are plenty of ways that event management authors define an event. For examples, Shone and Perry (2013) described an event as "those non-routine occasions that have leisure, cultural, personal or organizational objectives set apart from the normal activities of daily life, whose purpose is to enlighten, celebrate, entertain, or challenge the experience of a group of people". Whilts Mathhews (2008) stated that an event is "a gathering of human beings, generally lasting for a few hours or a few days, designed to celebrate, honor, discuss, sell, teach about, encourage, observe, or influence human endeavors". Likewise, it is "an occurrence at a given place and time, a special set of circumstances; a noteworthy occurrence" and "every event experience is unique, arising from interactions of setting, programme, and people", as claimed by Gezt (2007). On the whole, an event has the combination of three points, which are planned gathering with a purpose, memorable or special and temporary (Dowson & Bassett 2015, 3).

In the event industry, there is a multiplicity of events and the main methods to group and categorize them will be explained in the figures and tables below (based on Shone & Perry 2004, 4).
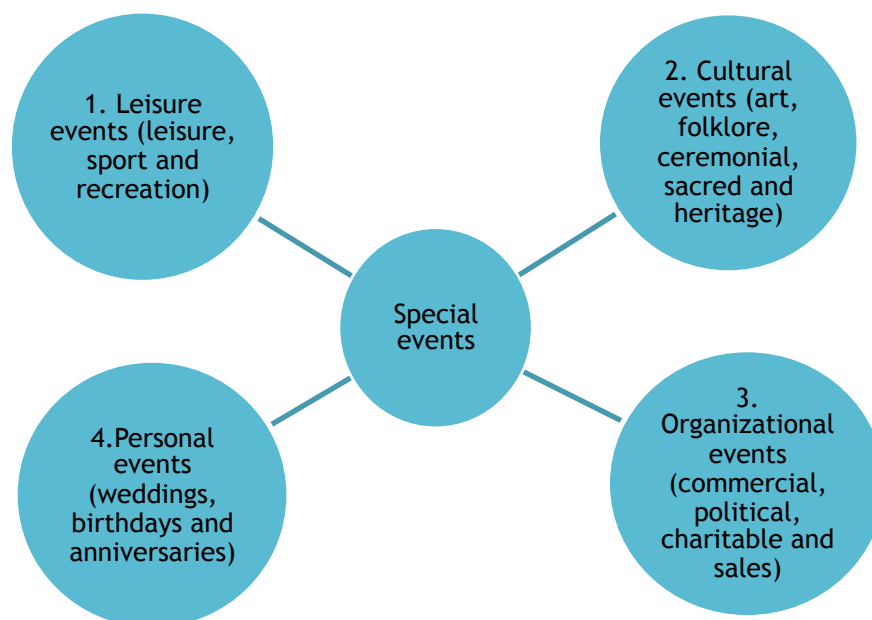

Figure 2. Categorization by type of special events

Initially, classifying events by type is a common way, figure 2 depicts the four distinct simplified types of events with their examples as categorized by Shone and Perry that are leisure, cultural, organization and personal event. Similarly, there is a more detailed and popular method to categorize events by type. Suggested by Getz (2007), there could be eight typologies of events including:

-   Cultural celebrations (e.g. festivals, carnivals, and religious events)
-   Business and trade (e.g. meetings, product launches, trade shows)
-   Arts and entertainment (e.g. awards ceremonies, performances, and concert)
-   Education and scientific (e.g. conferences, seminars, and training)
-   Political and state (e.g. political summits, royal occasions, state visits)
-   Private events (e.g. parties, weddings, family occasions)
-   Recreational (e.g. games, outdoor activities, adventure activities)
-   Sport competition (e.g. individual/team, amateur/professional, local/international) (Dowson & Bassett 2015, 4).

For more specific, the Midnight Sun Film Festival and Helsinki Samba Carnaval in Finland are instances of cultural celebrations. A three-day event Goexpo-Finland and Apple product launch events exemplify the second type. A good example of an event in art and entertainment is the academy Oscars, while that in education and science is the startup and tech event Slush. The Helsinki Ice Challenge and Olympic Games event instance the last type - sports competition.
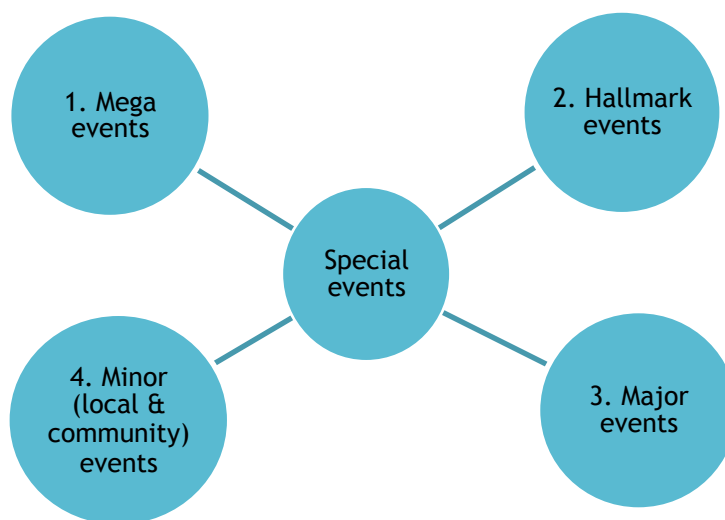

Figure 3. Categorization by size and impact of special events (based on Wagen & White 2010, 7-10)

Furthermore, events could be categorized according to the size and impact as illustrated in figure 3. Firstly, the mega-events are the largest in term of their size and generally target at international markets, such as Kumbh Mela – the world's largest religious festival and Superbowl. They usually have a specific yield in connection with increasing the impact of tourism, media coverage, and economy. Secondly, the hallmark events are designed to generate the appeal of a particular town, city or region and commonly become synonymous with the name of that place. The Rio Carnival, Edin-burgh Military Tattoo, and Melbourne Cup are all ideal examples here. Thirdly, most events fall into the category of minor or local events whose main purpose is to engage members of a community and let even managers gain their experience. Finally, major events are known to attract significant local interest and a large number of participants outside that local region as well as enhance significant tourism revenue (Wagen & White 2010, 7-10).

Apart from that, other ways of categorizing events could also depend on the event's frequency, geography, sector and if the event is internal or external (Dowson & Barrett 2015). Examples of those categories are shown in the table below.

Special Events	Examples
Frequency	- Annually Chrismast, New Year celebrations. - Half-yearly sales meeting. - Monthly staff awards - Daily team meeting - Once-off performance for company's 20 year-old celebration.
Geography	Football tournament: - World Cup FIFA (international) - AFC Asian Cup (region: Asia and Australia) - UEFA Europa League (region: Europe) - The Premier League (region: England and Wales)
Sector	- Corporate sector (events in banking, legal or medical industry) - Public sector - Charitable sector
Internal/ external	- Internal events: staff team-building, managers meetings - External events: product launches, media events

Table 4. Other ways in categorizing events and their examples

3.2   Event management

Due to the fact that the production of special events is project, event management also involves project management techniques. It is stated that the project management of events centralizes on the management process of creating an event, not only during the event itself but also before it actually starts and finally the shutdown of an event. Moreover, "event management is made up of a number of management areas, including planning, leading, marketing, design, control and budgeting, risk management, logistics, staging, and evaluation. Each of this areas continuously affects each other over the event project phases" (O'toole, Harris, McDonnell & Allen 2011, 154-155).

3.2.1 Phases of event management

The figure below illustrates the phases of project management. As stated by O'toole, et al., "a project phase is a series of related tasks, performed over a period of time, and under a particular configuration of management to produce a major deliverable. The end of a phase is often characterized by a major decision to begin the next phase".
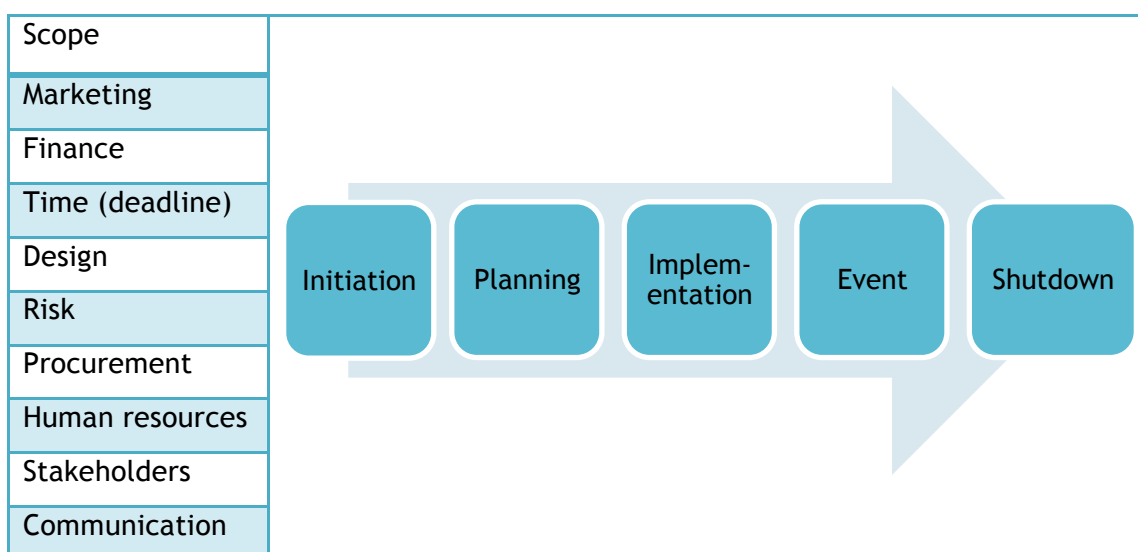
	Initiation	Planning	Implem-entation	Event	Shutdown
Scope					
Marketing					
Finance					
Time (deadline)					
Design					
Risk					
Procurement					
Human resources					
Stakeholders					
Communication					

Figure 4. The phases of project management (O'toole et al. 2011, 157)

Initiation and planning, the first and second stages of event management corresponding with the preparation and detailed planning (combining with post-event planning) phases that will be clearly explained in the next section - event planning.

The third phase is implementation that all the plans are put into operation. It is common that it overlaps with the planning stage, they sometimes take place simultaneously at different domains of event management. During this phase, event managers test all the plans, confirm how relevant they are, and make decisions based on the comparison between the plan and reality. There are also activities of communication among various stakeholders and risk management. When it comes to major changes in the implementation process, event organizers will revisit the planning stage and revise.

Throughout the fourth phase, all tasks and responsibilities are happening mainly at the event's venue and on stage as what the managements want. The number of staffs

including volunteers and the attendance of the major stakeholders, the audiences and the participants may increase rapidly. As a result, the event managers will not rely on the same management techniques used during the lead-up to the event. The operation manager, artistic director, or stage manager will take over running the event, including devolving the monitoring and controlling, and the management will run the event by looking for errors and making on–the-spot decisions.

The shutdown phase is the fifth and also the last stage of the event management process. All the plans of evaluation, debrief and follow-up which are created during the last phase of the planning process will be carried out at this stage. It comprises not only the on-site shutdown and the management closure but also the preparation for the next event. By not making the right decision at the right time in this phase, managers can take the event from a seeming success to a failure.

3.2.2 Event management techniques

In each of the phases, numerous techniques and tools are involved in the event management. One of the first indispensable technique that event manager can process is defining the project and scope of work required from the first initial plan phase till the shutdown phase. Following is creating a work breakdown structure (WBS) - a visual display of all the event deliverables after broken down into workable chunks. To get those extensive number of tasks under the control, the event manager can group them into separate manageable units required skills and knowledge accordingly (O'toole, et al. 2011). The compelling reasons to use a WBS in a project are that it will "help the project team to have precise communication about what is expected at each stage of the project, to allocate resources and personnel appropriately"; "facilitate communication about the specifics of the project with stakeholders, like management, board, or end-users, to make sure nothing is overlapping or missing" and "help to accurately and specifically define and organize the scope of the total project". Below is an example of an annual gala's WBS (What is a Work Breakdown Structure and why do I need one 2017).

Figure 5. An example of a WBS

The WBS is fundamental for the next techniques which are resources and tasks and responsibilities analyzing. Resouces analysis helps the event management to decide on what services, goods or positions (human resources) are sourced from client or sponsor, outsourced to the supplier or specially created for the event. The output of identifying tasks and responsibilities technique is the task responsibility chart or document from which all stakeholders can have information on a list of tasks, who is in charge, when is the deadline and how the completion of tasks will be communicated. (O'toole, et al. 2011, 165-166)

Scheduling, which has a widespread effect on every areas of the event management, is vital for the progress of the event. A precise schedule repsented by a gantt chart prevents the event from any huge extra cost or last-minute change, which maintains the quality (O'toole, et al. 2011, 166).
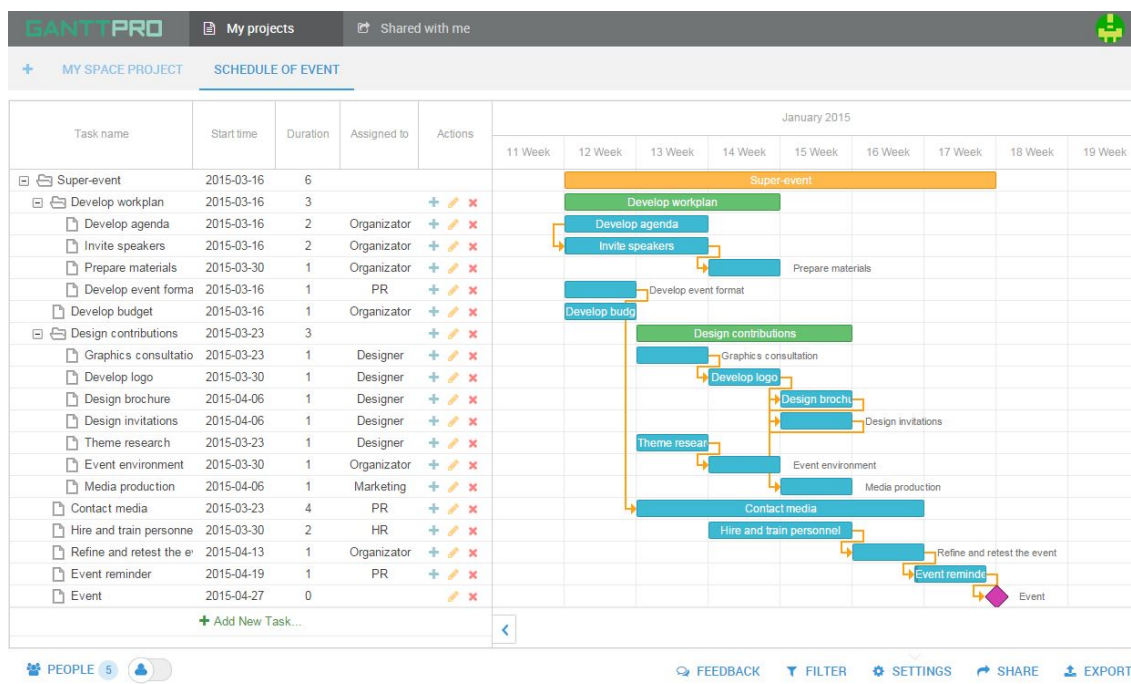
Figure 6. An example of an event's gantt chart (Event Project Plan Example 2018)

Last but not least, project management is not only a tool for making plans but also for keeping those plans to be on the right track as it moves forward the event day. Monitoring the project is a complex process consisting three main steps: establish standards of performance, identifying deviations from standards of performance and correcting deviations (O'toole, et al. 2011, 172). Apart from reports and meetings which are the most common control methods, some project management mobile apps e.g. Trello, Basecamp and Asana are used by the staff and volunteer nowadays.

Overall, the five phases - initiation, planning, implementation, the event, and shutdown, consist the life circle of a project and describe the event management process from a project management perspective. Different management techniques and tools will be required in each of the phases. The techniques form a process of tasks that overlap which presented in figure 7. Several areas of knowledge of administration, marketing, design, operation, and risk management will be used over the whole process and to create control plans and documents such as task responsibility chart, checklist, schedules, resource analysis, contract management, financial plan, budget, risk management, and stakeholder management plan (O'toole, et al. 2011, 157-159).
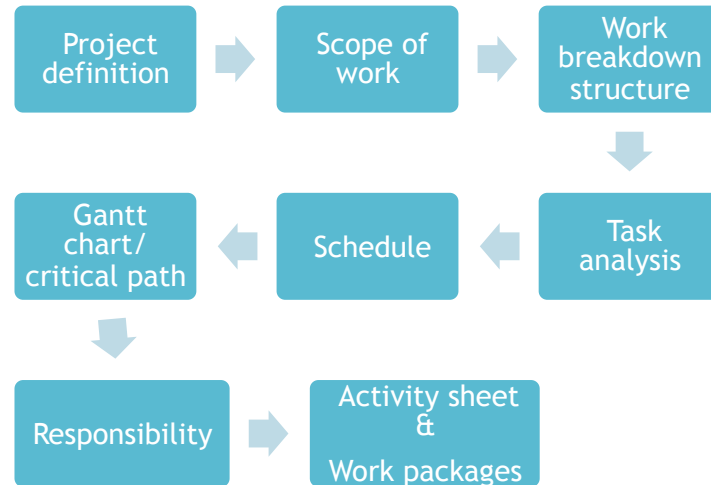
Figure 7. Project management cascade (O'toole, et al. 2011, 163)

3.3 Event planning process

Special events can be classified by divers methods, and to succeed, they should always begin with one pivotal step that is planning. No matter what size or what type of the event is, numerous certain essential tasks will consist of the same event planning processes. Planning for an event can be challenging, stressful and time-consuming but concurrently, it can also be a great fun that the event organizations can unleash their creativity. The more particular the plan is, the less risk can happen during the process later and the more successfully the event can get to the final result. "Following an event-planning process will help to guide an event organizer through the different stages of planning an event and make sure that they do not overlook anything important" (Dowson & Basset 2015, 20).
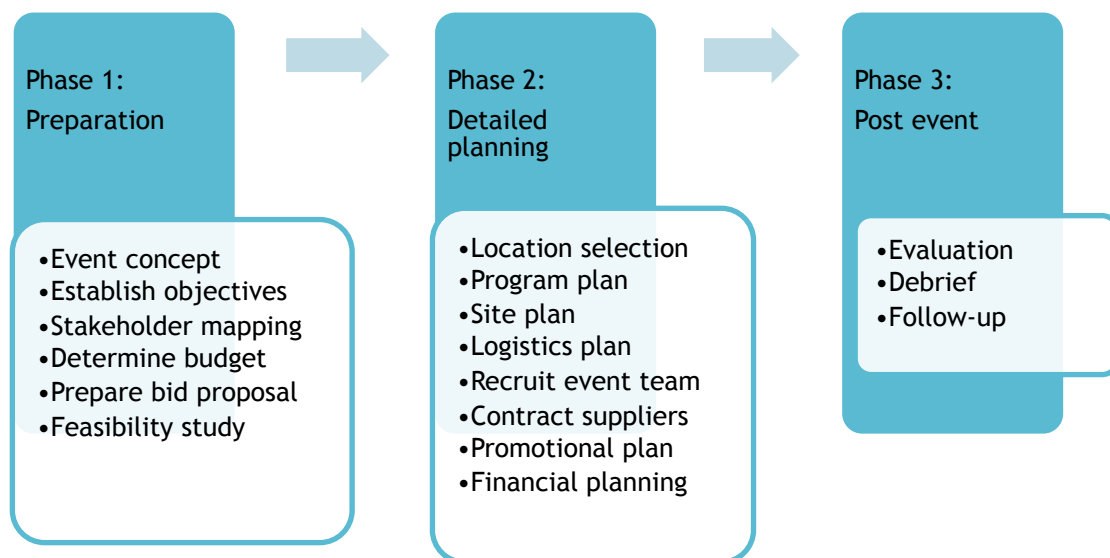
Figure 8. The event planning process (Dowson & Basset 2015, 22)

As determined by Dowson and Bassett, all the tasks in the planning process of an event are grouped into three phases - preparation, detailed planning, and post-event.

The first phase of the process comprises developing the event concept, establishing the objectives, prioritizing the stakeholders, preparing the proposal, and carrying out a feasibility study. The event organizers mostly spend a lot of effort and thoroughness at this stage. Since when it comes to the second phase, they scarcely get the opportunity to pause, reflect and re-evaluate.

Following is the detailed planning phase, which involves a whole host of various planning activities and tasks. They are selecting location and venue, designing the program, planning the site layout, logistics planning, recruiting the event team, sourcing suppliers and contractors, planning promotion and publicity, and planning the finance and procurement. It is not necessary that these tasks are executed in sequence as listed and by only the event organizers. Some of the work could be deligated to dissimilar team members while some tasks might require specialists. Relying on the nature of the event and the working style of the event organizers, different tasks would be concentrated first and foremost, spent less effort and time on or even skipped.

Last but not least, it is equally important to arrange ahead some post-event activities so as to increase the potential for a successful event outcome. Follow-up activities, debrief and especially proper evaluation are sometimes underestimated and omitted because of occurring after the main event has finished. In spite of the fact that they help the event organizers to learn some useful lessons for planning events the next time.

Event planning falls under the larger umbrella of event management. Event planning and event management are two very distinct functions despite that they are closely related and their tasks sometimes overlap.

3.4 Event conceptualizing

A core and initial task of the event organizer is to create a strong concept for the event. To determine that, a simple but effective method – the Five Ws can be used. The Five Ws lists questions of why the event is put on, who is coming to the event, what is happening at the event, when and where is the event taking place. It is crucial to develop a clear and realistic initial idea of event concept, especially with the clients. The foundation, that the event creation process will later be built, is created by answering those question and deciding on the basic idea or the concept. For this reason, the event managers will save time, effort and resource not focusing on the wrong things and less likely have to alter everything in the following steps. Besides, Dowson and Barrett recommended building a condense one-page event brief containing all the important information or a mood board which is a collage of items, namely photographs, clippings, drawings and fabrics conveying the event concept. Thence, it helps all the stakeholders, for examples, event organizing team members and external suppliers, get a clearer "picture" of the event. Figure 9 (adapted from Dowson & Barrett 2015, 25) below details the Five Ws method.
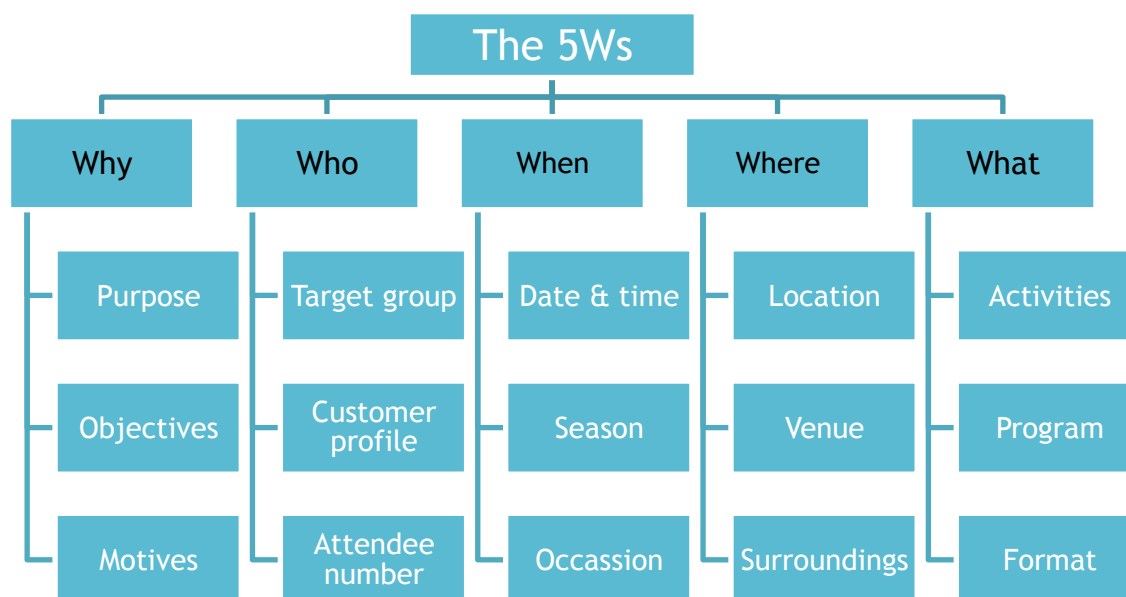
Figure 9. The Five Ws in developing event concept

3.4.1 Event purposes, objectives and scope

When developing the event concept, determining the purpose and objectives is the foremost step. The purposes of the event, which may be multifaceted, are the reason your event exists – to inform, to include, to celebrate, to persuade, etc. It should drive all planning, the major decisions regarding the development of the event and assist in sorting out differences of opinion and managing conflict. The objectives are the roadmap to keep the event organizers focus on what they want to achieve. They should be written in detail defining the narrow, measurable, and tangible results the event will produce, by the event managers along with the dominant stakeholders. While for many events the main purpose is generating profit, for others is giving information, entertainment or with a community purpose. The objectives might encompass targets of the following:

- Number of people attending
- Number of participant
- Contribution of sponsors
- Value of grants and donations
- Break-even or amount of profit
- Goals for charitable contributions
- Level of media exposure
- Number of repeat visitors

- Value of merchandise sold
- Value of food and beverage sold
- Number of exhibitors, stall holders (Wagen & White 2010, 25-26).

According to Dowson and Bassett, the establishment of all event's goals and objectives could be created using the Five Es model, S.M.A.R.T philosophy, hierachy and legacy of objectives. Firstly, a simple approach to understand easily the emotions and feelings that event attendees will experience during or immediately after the event is the Five Es. Each E in the model describes:

- Educate – an special event with educational pupose presents a lastest updated idea or an old idea in a new perspective to the attendees, for examples, training workshops
- Enlighten – an event programme that have guest speakers to shed light on an existing or future issue or trend that participants would like to look for an answer
- Engage – people tend to join the event that can allow them to feel ownership, increase their participation and motivate them
- Energize – with the aim to bring out the powerful positive energy from the audiences, an event may include icebreaker activities
- Entertain – participants are intent to take part in the event, e.g with social activities, that let them unwind and enjoy themselves.

Secondly, S.M.A.R.T is one of the most commonly used methods for developing well-written objectives. It is an acronym for Specific, Measurable, Agreed, Realistic, and Time-bound and will be defined clearly in the table beneath (premised on Dowson & Bassett 2015, 29).

Specific	Objectives should clearly state what event organizers is expected to accomplish. They should answer the questions of "what, which, who, where, when, why".
Measurable	Objectives must each contain one or more criteria to be able to track the process precisely and measure the outcome. They commonly reply to the query - "how much", "how many" and "how often".

Agreed	Objectives need to describe a result thus the intended outcomes should be relevant and agreed upon with clients.
Realistic	Objectives should be challenging but unrealistic, unachievable, and misbehavioral in nature.
Time-bound	Objectives ought to encompass specific timeframe (deadlines, dates, and frequency) that can answer "by when" questions.

Table 5. The S.M.A.R.T objectives

Thirdly, the hierarchy of event objectives that is depicted in figure 10 helps the organizers to prioritize the goals. Since all the resources are not infinite to invest on one event, it is important to determine which objectives should require more amount of time, effort and money as a high priority and which ones are with of lower priority. Finally, it is common that the events, especially the larger ones, associated with the legacy objectives. It means that besides focusing on the outcomes that can be attained during and immediately after the event, the organizers should also think about the lasting long-term benefits as a result of hosting the event while establishing the objectives (Dowson & Bassett 2015, 28-30).
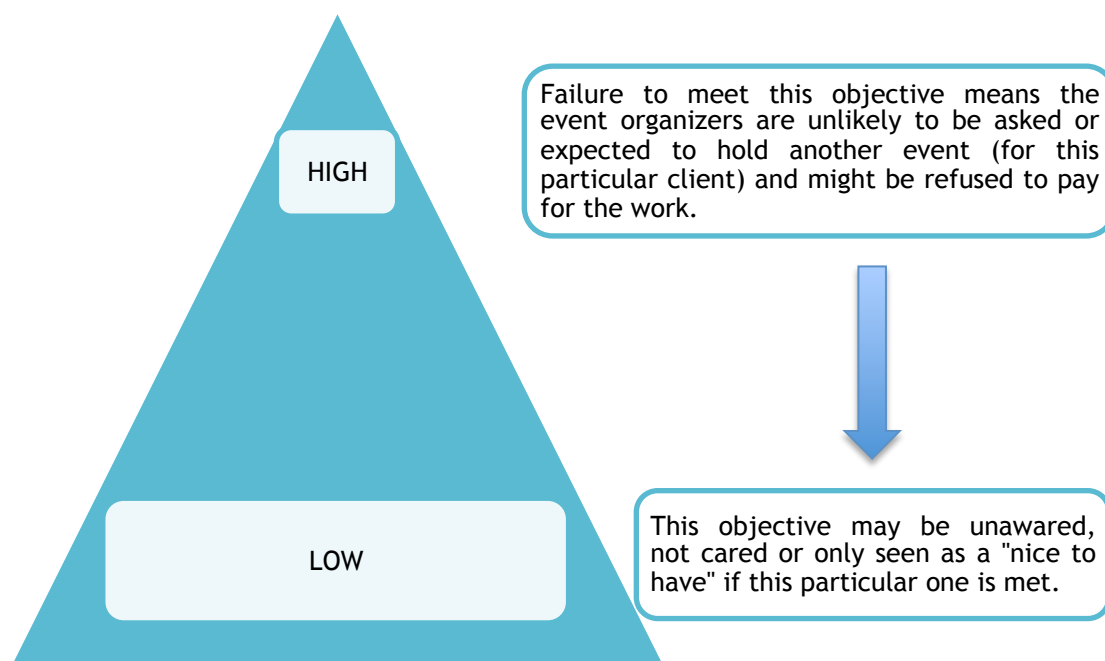
Figure 10. Hierarchy of event objectives (adapted from Dowson & Bassett 2015, 29)

Last but not least, the scope of an event is related to its purpose and objectives, which encompasses the date, time, duration of the event and its size. The scope is critically determined by available resources including human resources, physical resources, financial resources. Moreover, it is essential to aware the timing factor to ensure that the event would not clash with other similar events at the peak season. (Wagen & White 2010, 27)

3.4.2   Event stakeholders and target customer

Identifying the range of major players and the audience of an event is a crucial role in determining the concept. All the people and organizations that are likely affected by an event and have a legitimate interest in its outcome are known as the stakeholders. The event delivery is a complicated process with the work of many parties. The larger the event, the more intricate its delivery process and the more stakeholders are required to take responsibility for various roles and activities to manage a successful outcome. Hence, the event organizers must also consider the objectives of these key players - what each of them expects to benefit from the event and what forces acting on them are likely to have an effect on their response to the event. In the event industry, the team structures are complex, all the stakeholders have their own teams and comprise the team of teams that provide the successful outcome, simultaneously. Within the teams, some staffs are permanent, others are freelancers, suppliers, contractors, and full-time or part-time volunteers, not necessarily under the direct leadership of the event manager. (Dowson & Bassett 2015, 146-147)
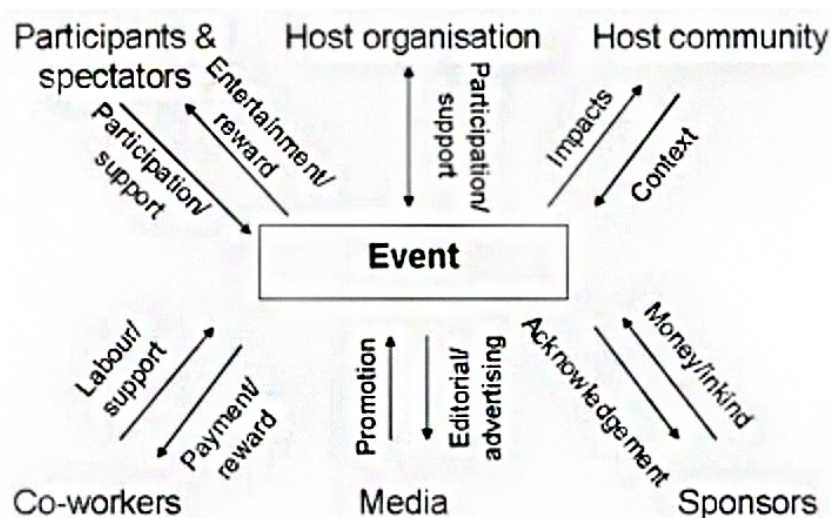
Figure 11. The relationships of stakeholder to events (Dowson & Bassett 2015, 148)

According to Dowson and Basset, there are six categories of the event stakeholders, which are co-workers, media, sponsors, host community, host organization, and participants and spectators. The multiplicity of stakeholders relationship within an event is demonstrated in figure 11 above.

Since participants and spectators have a vital effect on the success or failure of the event ultimately, clarifying the target audience is one of the first tasks to be accomplished in this phase. The target group could be creatively and strategically segmented by traditional or modern approaches, in order to understand the participants' backgrounds and behaviors as well as develop the marketing strategies. The more the needs and expectations of all audiences are considered, the better the organizers can tailor the event adequately to improve the quality of concept and customer service. On top of that, customer segmentation helps event managers to accurately direct the marketing efforts by using channels specific to audience and be flexible at distributing the marketing budget (O'toole, et al. 2011, 134-135).

There are more advantages of getting to know the audiences for the repeat events compared to doing that for the new ones. Due to the fact that event organizers can reveal the data history, namely plans, reports and accounts of the previous events to consult what have been done before, what was succesful, and what could be improved, which is a good starting point for the new market research. For new events, it is better to study from similar event's concept which can be found on internet.

All in all, at the planning phase for the event concept, the process includes these following tasks:
- Defining the reasons that confirm the importance, viability of holding the event and the parameters of it
- Forming a group of event stakeholders and colleagues, especially studying about the target audiences
- Deciding the timing of the event based on the factors of season, weather, day of week, time of day, duration and how they are linked logically to the needs of participants
- Choosing the event venue that not only could cater for the attendee number and contribute to the desired style and atmosphere but also fit with the lowest possible budget

- Developing the content programme of the event that match both the needs, wants, desires and expectations of participant and synergise with the four decisions above and estimating the financial budget for the expense
- Evaluating the feasibility of the concept by examining the marketing screen, the operations screen, and the financial screen, analyzing the competition and community impact, and study the range of laws and regulation as well as risk management.

3.5   Event design

The process of designing event, which has is tightly consistent with and linked to the purpose of the event, begins in the detailed planning stage. It encompasses all necessary tasks concerning the main creative elements including theme, decoration, programming, venue selection, the stage and site layout, technical requirement (power, lights and sound, event recording), catering and services, performers and crew, and contingencie. The outcome of the event design process are the programme plan, site plan, stage plan, logistics plan, the contact and responsibility list, and the production schedule. (O'toole, et al. 2011, 422)

Determining a suitable theme is one major artistic and creative decision of event management while staging an event. Many past and current events are having the same type or similarity in many aspects. However, a well-chosen theme of an event can differentiate and make it stand out from other events. Not only does the theme create the appearance of an event including all element related to the visual identity, but also it appeals to all other senses: touch, smell, taste, and hearing in order to offer the best user experiences. While selecting the theme, it is most crucial to take into account the participants' needs, the range of suitable venues available, the limitation of budget, etc. The pivotal role of the theme towards other elements of event design is emphasized in figure 12. Additionally, factors belonging to marketing and sales area, for instance, tickets, poster, brochure, banner, advertising, uniforms, merchandise, and all other items produced for the event should be compatible with its theme. Among these elements, color is the most special one which is repeated throughout and associates the others. It also has a great influence on attendees' emotions, moods, and impact on the brand identity of the event. (O'toole, et al. 2011, 422-423)
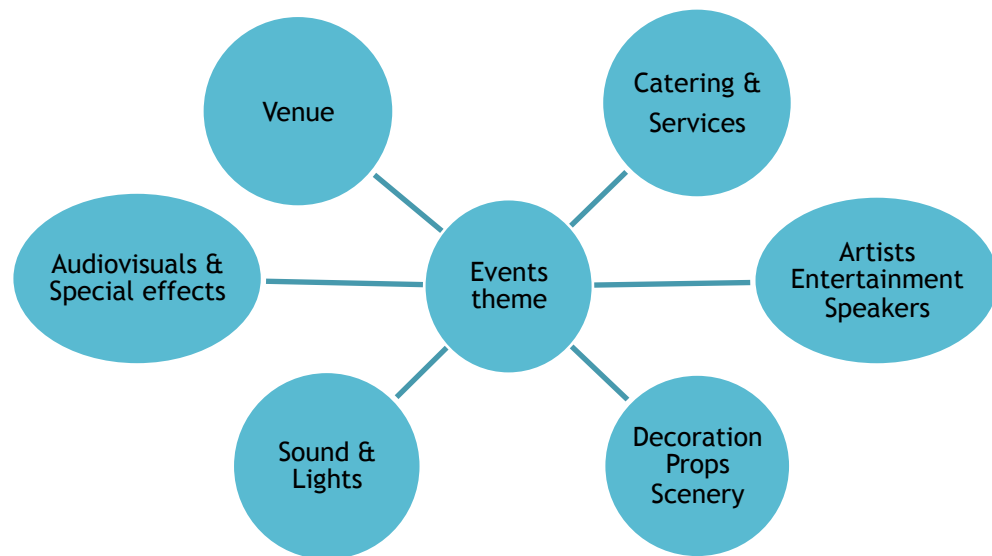
Figure 12. The elements of staging revolve around the theme (O'toole, et al. 2011, 423)

3.5.1 Venue selection

Depending on the purpose and nature of the event, the organizer determines first the destination – a region of the world, a particular country or a region within the country, then the location – a town, a city or a rural locality and last, the list of available venue and site. Selecting an appropriate facility source to build up a special event is a vital decision-making process that will affect the delivery and success of the event ultimately. The event manager must analyse the requirements of not only the in-side structures but also the surrounding spaces known as the "venue" and "site" respectively. Along with the evaluation of the functionality of the venue and the suitability for the special purpose of the event, a proper venue or site for an event could be chosen. An appropriate approval and confirm agreements close the process of venue selection and allow the event to be proceed at the right time and place as planned. (Wagen & White 2010)

There are some principles that are applied to this process:
- The theme of the event and the venue are matched
- The size of the event and the venue are matched
- Duration of event
- Venue configuration, including sight lines and seating configuration

- Venue's reputation and history of events at that venue
- Availability
- What the venue can provide
- Accessibility on public transport, by road and parking
- Access for audience, equipment, performers, VIPs, staff and the disable
- Cost of labour, decoration, theming and staging facilities
- Logistic of setting up
- Food and beverage facilities
- Toilet and other amenities
- Microclimate and ventilation
- Emergency plan and exits (O'toole, et al. 2011, 425).

3.5.2 Programming

Scarcely ever an event success is achieved without a well-planned programme which creates the key experience and memory for the participants. A good programme of an event must comprehensively express the details of the activities flow of catering, entertainment, speeches, technical system and the other elements of the event over time. Consequently, programming is both an art and science to create an interconnected timeline of each performance, rhythm, and atmosphere for the event. Event organizer must consider these following factors while performing this task:
- The attendees' expectations
- The culture of the stakeholders and main sponsors
- The constraints of the venue and infrastructure
- The availability of staging elements and their relationship to each other
- The logistics
- The creative intent of the event team (O'toole, et al. 2011, 424).

3.6 Event marketing

The definition of marketing suggested by Miller and Layton (2007), which is applicable to event management, is "a total system of business activities designed to plan, price, promote, and distribute products, services and ideas to target markets in order to achieve an organization's goals and objectives" (O'toole, et al. 2011, 258). The fundamental of the marketing plan is to understand their audiences, develop an

effective message and deliver it productively. All steps consisted in the process of the marketing plan is shown in figure 13.

Define event mission and objectives

Analyze event external environtment
Macro: political, economic, sociocultural, technological	Micro: competitors, customers

Analyze event internal environment
Event competencies	Resources capability	Strategic capability

Determine target markets, positioning, competitive strategy

Define marketing objectives

Action plans:
Product, people, partnerships, packaging	Price	Place/physical setting and processes	Promotion

Responsibilities, timescales, budgets, outcomes

Monitoring key performance and key result areas

Modify plans

Figure 13. The marketing plan (O'toole, et al. 2011, 294)

3.6.1 Market segmentation

It is stated that market segmentation could be created on the basis of geography, demography, psychography and/or behavior (O'toole, et al. 2011, 278).

Geographic segmentation, which is the most commonly used and easy-to-implement method, relies on the place of residence of event attendees. Either as broad as a country or a region, or as narrow as one street of homes in a town can refer to this type of segments (Bell 2016). As an example, for events targeting at tourist, it is more relevant to improve marketing skill alongside other regional tourist experiences, at tourist information centers or hotels than at local libraries.

Next is the practice of dividing consumers into groups according to any of the following characteristics: age, gender, occupation, income, education, marital status, race, ethnicity, and religious groups named demographic segmentation. For instance, while setting the entrance fee, the range of age or job should be taken into consideration owing to the fact that full-time employed are more likely willing to pay a higher entry fee than students. Moreover, while identifying customer in B2B market, the factors that should be analysed are company size, industry, role, time working for the company, and more (Bell 2016).

Behavioral segmentation is another technique which divides the target customer based on the certain attributes of the audience e.g. usage, loyalties, awareness, occasions, knowledge, liking, and purchase patterns (Bell 2016). Eventually, psychographic segmentation is segmenting the market according to the audience's lifestyle, values, social class, and personality (Bell 2016). These factors of behavioral and psychographic segmentation cannot be accurately measured in quantitative manners in order to judge if it is worthwhile to focus on that segment, which makes both of them significantly more difficult to implement than the other two methods. Nonetheless, behavior and psychology assist in understanding the types of experiences that different "lifestyle" groups seek from their leisure experience - the reason affecting their decisions. For this reason, not only can event managers create a good, persuasive, and creative messages, but also use them for the right segmented group and show them at the right place.

3.6.2   Marketing and promotion activities

While "primary message is an overall message that expresses the main event concept and tends to focus on the benefits of attending the event", "secondary messages are a series of more specific, targeted messages delivered to different sub-groups of target audience" (Dowson & Bassett 2015, 179). To create an effective message structure, event manager should consider to apply the AIDA model illustrated in the table below.

A	Grab ATTENTION, e.g. with a catchy headline or powerful image
I	Gain INTEREST, e.g. by outlining the benefits of attending
D	Create DESIRE, e.g. using a limited time promotional offer
A	Instigate ACTION, eg including a call-to-action button

Table 6. The AIDA model (Dowson & Bassett 2015, 181)

The task of selecting the event integrated marketing communication mix is an important part affecting the quality of event marketing as well as the result of the event eventually. To get the relevant messages out to the target market segment, the right methods for marketing and promotion must be strategically and logically chosen.

The marketing communication mix comprises of image and branding, personal selling, advertising, sales promotion, promotional events and trade show, direct mail, public relations, sponsorship, exhibitions, packaging, merchandising, word of mouth and corporate identity. Main activities will be explained in the table below.

Image and branding	The development of the name, logo and image for the event. All event material is commonly having the same a color scheme and graphics.
Advertising	Any paid form of communications that can be found in many places such as newspaper and magazine; radio; television commercial break; cinema view; banners on websites; pop-ups on search engines and online video; social media; billboards, posters and leaflets; and buses, taxi and aeroplanes.

Personal selling	The most common type for booking conferences, weddings, parties, and incentive travel events that involving person-to-person contact via either telephone conversation or face-to-face between seller and buyer. The salesperson requires the attitude, appearance, service/product knowledge and other sales skills.
Sales promotions	The activity that pursuades a buyer to purchase immediately during a slow period or a new product launch, for examples, discounted event tickets, discounted off-season function facilities, incentive meeting packages, buy one get one free, competition to win a prize, and giveaways.
Public relations	The strategic communication process that build mutually beneficial re-lationships with stakeholders and consumers. It uses a variety of tools including media publicity, special promotional events, community consultation and e-publications. Having a third party publicize the event (a newspaper or a blogger's channel) is one example.
Direct mail	The marketing effort in which the organizations send personalized invitations, "save the date" postcards, complimentary tickets and important updates via both mailbox and email to generate the ticket sales. It is cost-effective if the market is clearly identified, e.g the previous event-goers.
Sponsorship	The partnership arrangement between a provider of funds, resources or services and an event organizer. Different to philanthropy, there are some rights and association that may be used for commercial advantage as in return.

Table 7. Marketing and promotion activities

Besides the traditional activities, internet-based presence has an increasing role in promoting the event. According to Dowson and Bassett, since both event and social media are the channel for people to interact with each one another, e.g friends, fa-

mily, colleagues or even strangers, it is effective to use social media to generate a buzz and excitement about the event. There is a series of social media platform to choose from: Facebook, Twitter, Youtube, Instagram, Pinterest, Google+, Tumblr and LinkedIn. As stated in a research carried out by The Event Manager Blog (2014), Facebook was the top platform to be used by events professionals to share content and connect with their audience, followed by Twitter, LinkedIn and Youtube. While choosing the right social media platform, event manager should take in consideration three factors:

- Which social media platform the target audiences use the most
- The competitor's social media presence
- The content type to be shared is written content or photograph. (Dowson and Bassett 2015)

Furthermore, another method of communicating with the target audience is the event website. An efficient site must be user friendly and comprises these functions:

- Offering and guaranteeing accurate, complete, or useful information about the event for potential consumer
- Interacting with attendees by answering the questions about the event and building relationships with them
- Providing a platform where customers can purchase tickets and other merchandise online
- Integrating all aspects of the event management, marketing and production (O'toole, et al. 2011, 318).

3.7 Human resources

An effective process of organizing and employing people in pursuit of organizational goals - human resources management is at the core of any successful event. With the lead of the event's mission, strategies and goals, event manager should apply the 7 stages of this process for both paid and volunteer staff:

- The human resource strategy and objectives
- Policies and procedures
- Recruitment
- Training and professional development
- Supervision and evaluation
- Termination, out placement and re-enlistment
- Evaluation and feedback (O'toole et al. 2011).

At the first step, staffing is the main strategic decision. From the WBS, event organizers need to determine the number of staff and/or volunteer and when they are needed to deliver the event, and what skills, experiences, and qualifications are required. Another important aspect is jobs analysis whose outcomes are the job description and job specification. The organization can choose among these human resource strategies to set objectives and cost of recruitment:

- "Cost containment – improved staff/productivity, reduced absenteeism and decreased staff numbers
- Improved quality – better recruitment and selection, expanded employee and volunteer training, increased staff and volunteer numbers, improved financial rewards and volunteer benefits
- Improved organization effectiveness – better job design, changes to organizational structure and improved relations with employees and volunteers
- Enhanced performance regarding social and legal responsibilities – improved compliance through training with relevant legislation, such as that relating to occupational health and safety, anti-discrimination and equal employment opportunity" (O'toole et al. 2011, 219).

The recruitment procedures involve policy selection and sources such as advertising, employment agencies, word of mouth, and educational institution. The selection procedure includes forms, interviews, tests, referees, and equal employment opportunity. Terms and conditions, contract of employment, awards and employee records are necessary factors for hiring both staff and volunteer. According to Mullins, after forming a team and the team tasks, event manager should give significant thought to provide adequate support in the form of training, information, resources, opportunities for team building, and designing processes to monitor team performance and provide feedback. Moreover, inspiring and motivating staff is also essential to the human resources management (O'toole et al. 2011, 247).

3.8 Finance

It is impossible and a waste of time, effort, and resources to plan and organize an event without any cost or with an unrealistic cost. Therefore, it is vital that the estimate of the costs and revenues of an event called a budget that must be discussed by both the event organizer and the client at the first step. The amount of the bud-

get depends on not only the type and the size of the event but also the objectives of the event. When thinking about the budget, event organizer should list out exactly what is, and is not, included. Moreover, event manager must bear in mind the hidden costs and make it visible at the first planning stage to prevent any unwanted excessive cost later on. A well-planned budget will set the limit to all other section of the event such as event design, marketing, human resources, logistics and give a solid basis on which to create a successful event. (Dowson and Bassett 2015)

All the "decisions that concern the sourcing, planning, allocation, monitoring, and evaluation of the money resources" defines the financial management (O'toole et al. 2011). The process of finance management from the point of view of the project management consists of these steps:

- Financial forecasting and sourcing
- Analyze cost/benefit and economic impact
- Choose tools and techniques, cash flow management, and leverage
- Cost analysis
- Cost control planning and commitment accounting
- Create budget and controls
- Client approval of budget
- Modify (O'toole et al. 2011, 189).

The principle of a good financial management is to make sure the money resource comes in at the right time for the right purpose, and the amount of money coming in to the organization is not less than the amount of money going out of it. While the income of an event might come from the ticket sales, grants, donations, sponsorship, fees, special programs, and concessions; the expenditure covers administration, marketing and promotion, venue cost, equipment, salaries, permits, insurance, security, accounting, volunteer, cleaning, travel, accommodation, documentation, hospitality, community groups, and contingencies. After the event, a straightforward financial report is required to send to all interested stakeholders. (O'toole et al. 2011)

4   Methodology

In this chapter, the methods that have been chosen in order to commit a valid and reliable the research will be presented. A business research, defined by Cooper and Schindler, "is a process of determining, acquiring, analyzing, synthesizing and disseminating relevant data, information, and insights to decision makers in ways that

mobilize the organization to take appropriate actions that, in turn, maximize business performance". A simplified research process adapted from Saunders, Lewis & Thornhill (2016) is illustrated in the figure below.
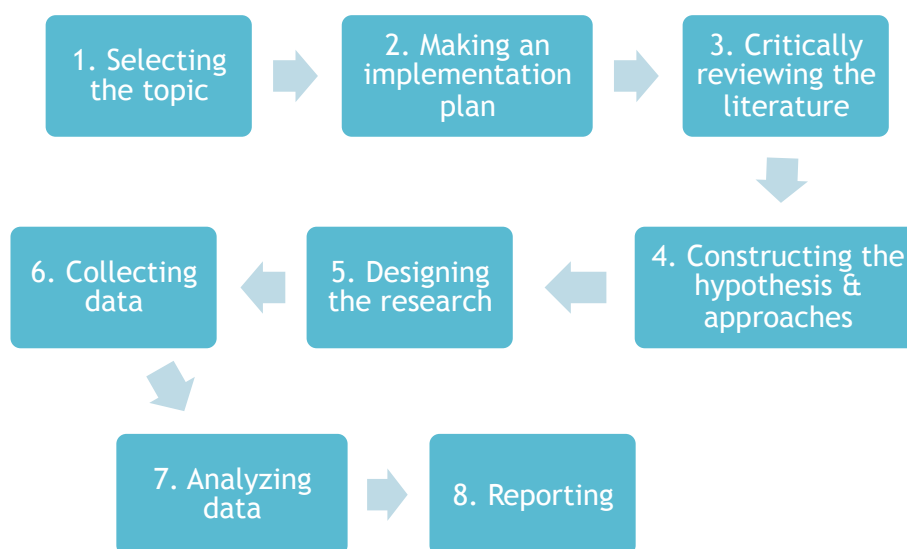
Figure 14. The process of research

The two basic research aproaches are quantitative and qualitative whose purposes are different. Cooper and Schindler explain that while quantitative research is "the precise count of some behavior, knowledge, opinion or attitude", qualitative research is "interpretive techniques that seek to describe, decode, translate and otherwise come terms with the meaning, not the frequency of certain phenomena." Table 8 compares the difference of the two methods.

	Qualitative	Quantitative
Purpose	To gain an understanding for reasons and motivations, provide insights	To generalize results from a sample to the population of interest
Studied group	Small, intentionlly selected	Large, randomly selected
Data type	Words, photos and objects	Numbers and statistic
Data form	Open ended answers, interviews, participant observations, field note	Precise measurements using structures and validated instruments for data collection
Analysis	Involving extracting themes	Use statistics, tables and charts

	from evidence and organizing data into themes and categories to present a coherent and consistent picture	and discusses how they relate to the hypothesis

Table 8. Difference between qualitative and quantitative research methods

It is described that a survey is a widely conducted and used tool which allows the researchers to collect and analyse information from the sampling of individual units from a population. Surveys can be both qualitative and quantitative. Moreover, the most commonly used modes of the surveys' data collection are face-to-face surveys, telephone surveys, self-administered paper and pencil surveys and self-administered computer (online) surveys.

The methods used in this thesis is questionnaire with both qualitative and quantitative research approaches. The survey with 17 questions (Appendix 1) was given out during the event to find out about guests' background, opinion and feeling about the Vietnamese Cultural Show and the attitude towards donating and sponsoring activities. Feedbacks from VCEA members and volunteers was collected from meetings.

5   Case: VCEA

The practical implementation of the fundraising campaign, event and the output of them, as well as the evaluation from the author's self-observation, will be described in this part.

5.1   Fundraising campaign and event overview

The collaboration among the ETCD of Tuan Giao, DhsTV and VCEA for the fundraising campaign was set in February 2017. The goal of the project was gaining 8000 Euro to reconstruct Pu Pien Primary School site attached to the Nam Muc Primary Center School in Tuan Giao with new infrastructures of a classroom, functional room, toilet, and playground in order to support the local ethnic children with better educational oppotunities. The three organizations aimed at having the school site rebuilt before the new autumn term starts, therefore, they run the fundraising campaign for 4 months until July.

The table below shows the overall cost estimated to build a classroom, service room, toilet room, playground, study and teaching equipment for Pu Pien Primary School site, and present packages for children of Pu Pien area.

	Item	Number	Size	Price per unit (VND)	Price per unit (EUR)	Total cost (EUR)
1	Classroom	1	40 m2	103,500,000	4,140	4,140
2	Service room	1	12 m2	36,600,000	1,470	1,470
3	Toilet room	1	6 m2	21,100,000	840	840
4	Playground	1	84 m2	11,500,000	460	460
5	Present package for students and teachers	100		200,000	8	800
6	Study & teaching equipment					200
7	Contingencies					90
	Total project cost					**8000**

Table 9. Summary of estimated construction cost

DhsTV and VCEA were the main fundraisers and cash flow managers while the ETCD of Tuan Giao was in charge of bureaucracy, licenses, and permits for the fundraising campaign and construction rights, mainly from the side of Vietnam. Because DhsTV and VCEA were based and operated in different countries, Vietnam and Finland respectively. They took responsibilities for managing their own teams, building separate fundraising strategies, activities, and schedules in line with their markets, languages and organizations' operation, mission and image. Nevertheless, the two organizations assisted each other in any major issues towards the main campaign and reported the information of the progress and situation to each other every month via online communicational tools such as Email, Skype, and Facebook. At the final stage of the charity project when the total fund was successfully raised and the construction was soon finished, some representatives of VCEA went to Vietnam and worked alongside with DhsTV team on arranging the trip to the school site. The 3-day trip comprises the activities of:

- Visiting, examining, cleaning and decorating the new construction of Pu Pien school

- Organizing workshops and lectures for the local children about personal hygiene for reducing the risks of ill health, art (dancing, singing, and painting) for developing intelligence and foster learning, and English language; which can influence their levels of confidence and self-esteem
- Officially inaugurating and handing over the school and present packages to the local students as well as the principal and teachers.
- Collecting image and footage of the school as well as feedback from the students and locals about the new facilities for reporting
- Scouting around other school sites that needs help for the future project.

Beginning the fundraising planning process with the SWOT analysis listed in the table below, VCEA realized that they would have to face many difficulties, however, there were opportunities also.

Strength	Weakness
Positive reputation	Young organization
Established (multinational) volunteer base	Small board of director
	Need more volunteers
Have experience in organizing and participating in different cultural events	Unable to effectively manage too many volunteers
Have skills in Vietnamese traditional dance and other art performances	Members and volunteer need more training in fundraising and event organization
No direct competitors	Have a shortage of time
Solid social media followers on Facebook	Have very limited budget
Supported by a corporation	
Located in metropolia area	
Opportunities	Threats
Collaboration with other organizations	Maynot have license and permit for fundraising campaign from Finnish police on time
Supportive members and volunteers	
Support from the Vietnamese community in Finland	
	Maynot apply for goverment grants on time
Raise more money from organizing cultural event	Difficulty building trust and relationship with potential donors
Raise more money from food trading on	Difficulty engaging donors with the end

Restaurant day Raise more fund from selling merchandise Possibility of reaching more Finnish locals and tourists	result of the charity project that not in Finland Lack of support from local media and press Indirect competitor Possibility of unreliable volunteer Lack of resources

Table 10. SWOT analysis of VCEA running the charity event

Whereas DhsTV chose online crowdfunding as their main fundraising activity in Vietnam, VCEA invested in organizing charity cultural show to raise the awareness, attract donors and sponsors from Finland, and gain fund from trading activities. VCEA was both the organizer and the performers in their event. Some side funding activities were applying for local grants and also crowdfunding.

Name of event	Vietnamese Cultural Show
Date and time of event	Friday, 2nd June, 2017 From 19:00 to 21:00 by local time
Location of event	Balderin Sali Aleksanterinkatu 12, Helsinki
Target audience	All locals and expats in Finland who are interested in cultural event and supporting charity for children education
Purpose	To raise fund for educational charity project To promote the culture of Vietnam in Finnish society and entertain attendees
Highlight activities	Giving details about the fundraising campaign Performing Vietnamese cultural dances, international songs, traditional costumes catwalk Selling Vietnamese delicacies and offering free drinks Offering audience interactive game

Table 11. Overview of the Vietnamese Cultural Show

Although this charity project was the second time co-organized by DhsTV and the ETCD of Tuan Giao, the difficulty had not been diminished in comparison with the project in 2016. In fact, since VCEA was an organization from outside of Vietnam,

new challenges appeared during the progress of the project. For DhsTV and the ETCD of Tuan Giao, they had to prepare more amount of the official and precise documents, e.g contracts, certificates and proofs of the on-going and previous project due to the request of VCEA to support for their fundraising activities in Finland as well as for transferring money to Vietnam via bank. Some of the documents were very hard and time-consuming to get owing to the different bureaucracy of the two countries and the difficult traffic access in the mountainous area.

From the side of VCEA, having the information of the previous successful project was a plus for their marketing activities, however, they still had to build all other strategies from scratch because of the different market, law, and regulations. The questions were that how would they convince a person living in Finland to donate to a school in a so far away place and how they would build the engagement and relationships among them. Also, the language difference was a barrier, while all the main documents were in Vietnamese, VCEA had to translate all of them into English and sometimes Finnish for various purposes, which cost time. Moreover, the dissimilarity of time and schedule also affected the efficiency of communication among the three organizations.

5.2 Event concept

The concept of the VCS event was based on the 5Ws model answering the main five questions "Why, Who, When, Where, What".

The event was happening due to the fundraising strategy of the charity campaign "Build Schools for Vietnamese Ethnic Minority Children". Therefore they shared the same main purpose that is to earn a net profit amount of 8000 Euros via not only tickets and food sales but also mainly donation and sponsorship for the reconstruction of Pu Pien school site. Besides, the event also targeted at encouraging international friends to know more about the culture of Vietnam via art performances and delicacies offered in the event.

The target group of the events including sponsor, donor and event-goer is organizations and general public in Finland who like to participate in a cultural event and willing to donate for good means. They can be segmented into these categories:
   - Vietnamese, Finnish and international people living in Finland

- Vietnamese students study abroad in Finland
- Educational organizations (e.g Universities, UAS, etc.)
- Non-profit organizations (e.g other charity organizations)
- Artistic organizations (e.g Caisa kulttuurikeskus)
- Corporations that aiming to invest in Vietnamese market
- Businesses owned by the Vietnamese in Finland.

In total, 150 people were targeted for this event.

The typology of the VCS was charity and cultural shows offering art and entertainment with the minor and local scope and the theme of Vietnamese culture. The event sold tickets for customer to join and watch stage performances. The event date, which was carefully planned to fit within the duration of the fundraising campaign, was on the Friday 2nd of June 2017, from 7 pm to attract more people who were coming back from office and school and the one that likes to go out on the weekend. Another reason was that people seem to go travel a lot in the summer, especially from mid-June onward.

While the event type was interesting and unique since it was the first show in Helsinki about the Vietnamese culture especially designed for international attendees, nonetheless, the target customers were not yet specifically segmented. Later on, it was found out that there would be a concert organized by the Vietnamese Student Association in Finland on the next day of the VCS, which would be considered as an indirect competitor and that weekend was the graduation of high schools in Finland leading to the risk of having fewer attendees since there would be more celebration party with friends and families to choose. Moreover, because of the shortage of time, the event planning process was not meticulously implemented with full steps which caused many changes in plan, wasted time and extra cost later on.

5.3 Event design

5.3.1 Venue
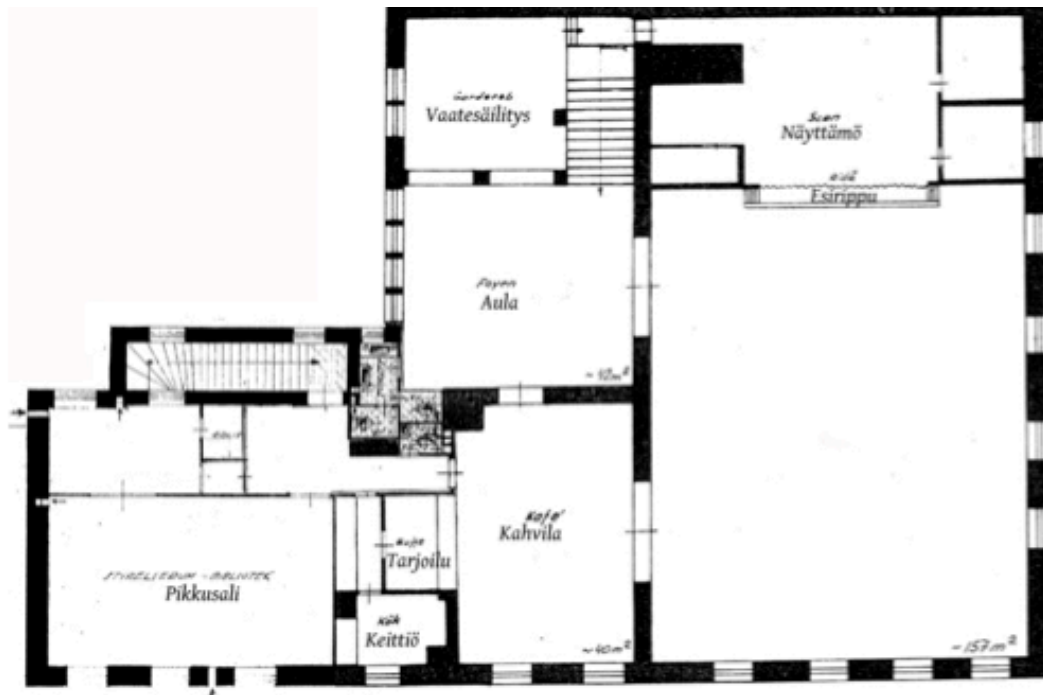
Figure 15. Venue map of VCS event

After analyzing two more options, Balderin Sali was chosen to be the venue for VCS because of the suitable booking time, venue size and stage style, formal and cozy atmosphere, very central location (shown in Appendix 2), easy traffic approach and

reasonable price. The organizer was allowed to use most of the whole floor area including a main big hall – stage, lounge area, cloakroom, cafe area, small hall – backstage room and toilets as well as other facilities in these rooms. While the main activities of the show was happening in the stage room, the lounge and cafe area were used to serve the delicacies and drinks prepared by VCEA. Only event staff and performers were allowed to access the small hall. The event was assisted a lot by the venue's staff who took care of the overall technical problems and securities.

However, there were some disadvantages of the venue that VCEA should have considerd. Firstly, Balderin Sali was at the third floor and had no elavator, which was a big disadvantage for any disable attendees. Secondly, the basic level of technical system including stage lights, sounds and curtain could not support an advanced concert or show. Thirdly, the stage size made it a bit difficult to perform dances with the group of 8 people.

5.3.2 Onsite program

Besides the purpose of charity, entertaining attendees and promoting the culture of Vietnam were other VCS's objectives. It targeted at making audiences enjoy the gratifying and cozy night while watching entertaining performances, tasting delectable delicacies, making more connections and getting to learn more about the lovely country and culture – Vietnam. A variety of activities was built for the onsite event agenda is shown in the table below.

	VCEA show day schedule
18:30	**Door opening - Welcome guests - Check in - Arrange seats**
19.00	**Openning ceremony**
	Presentation on the charity project "Build Schools for Vietnamese Ethnic Children"
19:10	**"Quê tôi" (My home country)**
	Vietnamese Traditional Dance
19:15	**"Để gió cuốn đi" (Cast into the wind)**
	Guitair & Sing
19:20	**"Tears in heaven"**
	Guitair & Sing

19.25	**"Maailman Toisella Puolen" (On the other side of the world)** *Guitair & Sing*
19:30	**"Bức hoạ đồng quê" (The countryside painting)** *Vietnamese Traditional Dance*
19:35	**"Bèo dạt mây trôi" (Drifting water-ferns, wandering clouds)** *Sing*
19:40	**Nhảy sạp (The bamboo dance)** *Audience interacting activity: Vietnamese Traditional Game*
19.45	**Refreshment break** *Selling Vietnamese delicacies*
20:05	**"Evolve - Lý Ngựa Ô (The Black Horse) - September" Mashup** *Modern Dance*
20:10	**"Đi để trở về" (Go far away, to come back)** *Guitair & Sing*
20:15	**Catwalk and acting** *Vietnamese Traditional Costumes*
20:25	**"Áo Mới Cà MAu" (New image of Ca Mau)** *Sing*
20:30	**Time of Your life** *Guitair & Sing*
20:35	**"Về Quê" (Come back home)** *Sing*
20:40	**"Bánh trôi nước" (Women)** *Vietnamese Traditional Dance*
20:45	**Closing ceremony** *Social activities, commemorative photography*

Table 12. Agenda of VCS

The program was carefully designed to be compatible with not only the expectation of the customers as well as the main concept but also resources of human, finance, and facilities at the venue. The talents, who were the mix of staffs, volunteers, and other organizations, had trained hard during those months and brought different types of art and music onto the stage with the best performance. First, audiences could find not only folk and country music but also pop, soft rock and electronic music presented in the show. Besides, all the songs shared the same topic of the love

for home country and people were sung by a solo singer, the duet, and trio at different times. Most of the songs were in Vietnamese language, a few of them were in English and Finnish. Next, there were not only traditional and contemporary dance performances but also a bamboo dancing game that attendees could join together. Another point is that the fashion models performed the traditional Vietnamese costumes by not only doing catwalk but also combining the acting scenes so that audiences could understand how these garments were used in real life activities in Vietnam. In addition, the refreshment break was designed within a suitable length of time and along with the food selling section giving participants more options of activity to choose besides resting and talking with each other, which prevented the boredom and tiredness. Furthermore, the three languages - Finnish, English, and Vietnamese were switching in the emcee script to present the event and engage every customer groups. Finally, the footages and images of the event which were recorded by the media team throughout the duration can be found on the VCEA's Youtube Channel and Facebook page. Some highlight moments are shown in the Appendices part of the thesis.

On the down side, the event was happening around 45 minutes longer than expected. Besides, there was a lack of design and control for the stage lights and sometimes the sound quality was not really good enough. The projector should be used as a decoration tools to create the different backgrounds for the acting parts in the catwalk sections and any other singing and dancing performances. Anyway, due to the reduction in the stage size when having the projector screen, it could only be used for the presentation in the beginning of the event and the stage was with the plain basic set up and decoration of it owns.

5.4   Pricing and Marketing

The ticket sales was a source from which VCEA raised fund. To attend the event, each event-goer should buy the ticket before hand or at the gate on the event day. However, children smaller than 12 years old as well as the key donors and sponsors of the event and the fundraising campaign were given free entrance tickets. The tickets could be purchased via the online ticket platform – Ilmarix (Appendix 3) whose information was stated on every online marketing tools such as VCEA's Facebook page, event Facebook page and website. However, a big amount of printed tickets

(Appendix 4) were finally sold to the attendees by personal selling activities and at the VCEA foodbooth organized on the Restaurant day (20th May 2017).

12 Euros and 10 Euros were the original prices of a single ticket for adults and students respectively. Moreover, VCEA applied the early-bird ticket prices to whom made the purchase before 20th of May, at 10 Euros and 8 Euros. Another price discount implemented to attract more customers in the last few days before the event was for family and a group of at least 5 people. Thereby, the combo of 5 tickets was 40 Euros for a student group and 50 Euros for the family (adult) group.

VCEA had used every possible online and offline marketing and promotion activities and tools to reach out to the potential audiences including:
- Passing information of the event from VCEA's members, performers and volunteers to their friends, family and other connection, which known as the traditional word-of-mouth
- Branding by having their new logo designed and applied the same color scheme and graphic for all marketing materials for the fundraising campain and the event, which can be viewed in the Appendices part
- Sales promotions in selling tickets, which was described above
- A team was formed for personal selling in order to actively reach potential sponsors
- Having a few partners publicize the event on their Facebook pages
- Creating email campaign (personalized sponsorship letter) to send to previous partner organizations and attract new customers
- Advertising on different channels:
    • Having an interview on radio with Spirit FM – "the best English language music radio station who provides local information, interviews, humor, international news at the top of every hour and the best mix of music"
    • Running Facebook ads on their own Facebook page and creating an event for Vietnamese Cultural Show on this platform (Appendix 5 and 6)
    • Uploading process information, photos and tweets with the fundraising campaign's and charity event's content on Facebook, Instagram

and Twitter account to gain more engagement with potential custom-
ers on the social media

- Placing the brochure of the charity project (Appendix 7) and the post-
er of the charity event (Appendix 8 and 9) at different billboards in
the center, Vietnamese restaurants in Helsinki, Youth Centers and
Cultural Centers of the city.

5.5   Human resources

Different teams were built to take care of different areas of the fundraising cam-
paign as well as the event. They were Funding/Sponsor team, Operational team,
Marketing team, Finance team, Media and Design team, Logistics team, Talent team
(singers, dancers, MCs, models), Make-up and hair team, Back-stage team, Reception
team, and Food team. There were about 15 core members and 35 volunteers contri-
buting to the success of the VCEA's event and campaign.

Having only 1 month to form teams, VCEA often faced the challenges of the shortage
of people, change of positions, and lack of training sections. Every mem-
ber/volunteer/performer belonged to more than a team, therefore, some of them
had to handle so much load of work at the same time which affected the general
schedule planning or quality. The feedback from some of the event's staffs revealed
that many team tasks and member responsibilities were not yet well defined causing
them overlap works, confusions and stresses. Surprisingly, some volunteers who par-
ticipated in the later stages only knew very vaguely about the whole program's mis-
sions and strategies. Another major problem was that a few people did not have
enough skills to execute their tasks, which were shown by their poor performances.

5.6   Final outcome

The detailed outcome of the VCEA's show will be discussed in part 6 of this paper. In
overall, the charity event run smoothly with a pleasant and exciting atmosphere and
without any major problems. The profit gained from all activities consisting of event
ticket sales, foods sales in the show and on the Restaurant day, event's donation and
sponsorship, and crowfunding reached almost 3000 Euros of which the major portion
was from the generous donors and sponsors.

The ultimate fundraising result of approximately 12 000 Euros could actualize the goal of the campaign. Moreover, it allowed the fundraising campaign organizers to not only reconstruct the Pu Pien primary school site but also build a new kindergarten school site next to it. VCEA and DhsTV, with some other volunteer and media organizations went on a trip to the school site in mid August 2017 and managed to hand over the two school constructions to the Pu Pien students and locals as well as the ETCD of Tuan Giao before the new semester begins. The success of the campaign was reported on a program of VTV4 - a state-owned VTV Network controlled Vietnamese International general news and entertainment channel which has a worldwide coverage and is mainly for Vietnamese people studying, working and living abroad (VTV 2017) and via an online articles of VTV (Hang & Tung 2017).

6   Findings and evaluation

6.1   Questionnaire results

There are 82 cases responding to the survey. Comparing that to the number of total event attendees from the own observation, the author found the response rate of around 75%, which is quite high.

In this section, the results of the survey will be presented in similar order as they were in the questionnaire. While the figures are mainly used to illustrate the close questions and explanation to open-ended questions is also open to text. All the data described in percentage are shown in approximate value.

6.1.1   Demographic and geographic background
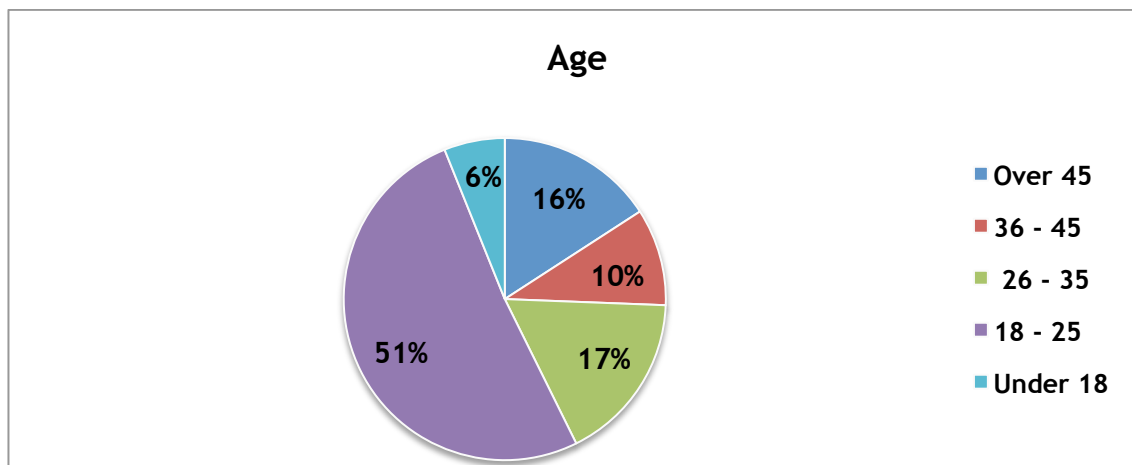
Figure 16. Age distribution of respondents.

Figure 16 provides the information of the survey respondents' age that were divided into five categories - under 18, 18-25, 26-35, 36-45, and over 45. Whereas the highest proportion of the participants were the young adult people (18 -25), comprised of approximately 51% (with 42 out of 82 respondents), the lowest was the group aged under 18 (with 5 out of 82 respondents). Secondly, there were similar in the size of two groups, people at the later adulthood (between 26 and 35 years) and over 45 years old, with 14 and 13 persons respectively. As for those who were between 20 and 29, their percentage were around 10% (8 out of 82).
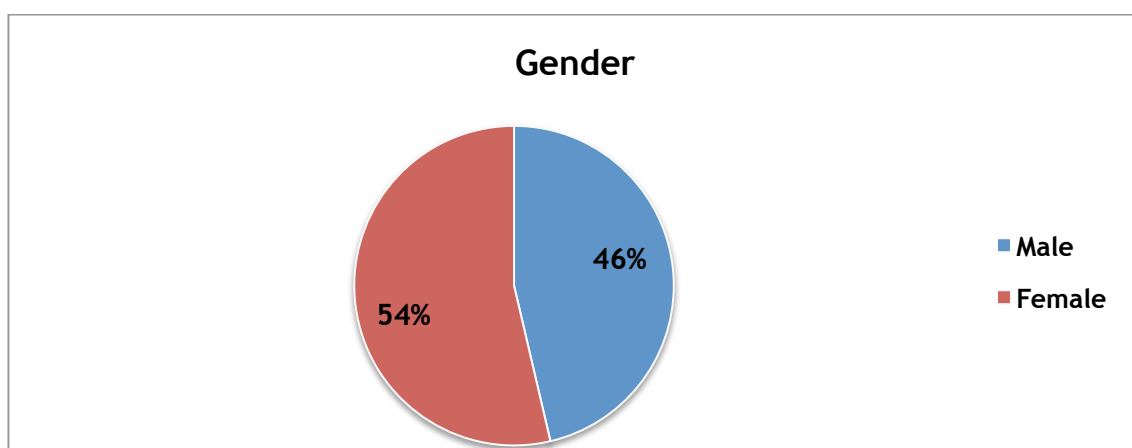
Figure 17. Gender division of respondents.

The division of gender among the event attendees who completed the survey form is rather even, which is presented in the figure 17. As 54% (44 persons) of total respondents are female, 46% (38 persons) are male.
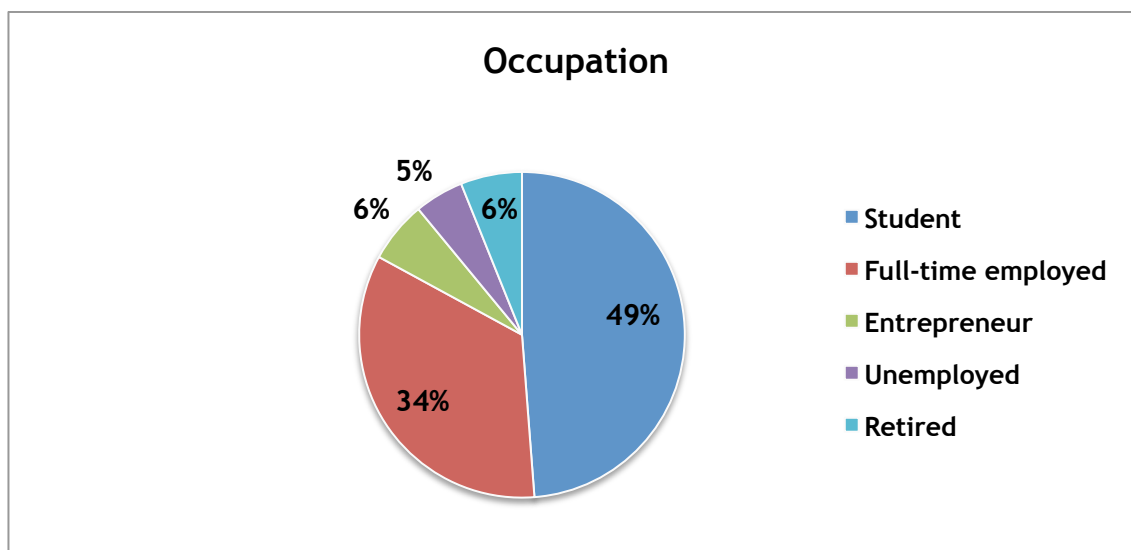
Figure 18. Occupation distribution of respondents.

According to the data shown in pie chart above, students and employed persons were over-represented in the event as they accounted for almost half (40 out of 82) and 34% (28 out of 82) of all respondents compared to only 6% (4 out of 82) and 7% (5 out of 82) pensioners, entrepreneurs and the unemployed reached.

There is a diversity of nationality of those attending the event and at least six types of them including Indian, English, Russian, Finnish and Vietnamese were collected from the survey. As can be seen from figure 19, the percentage of the biggest group - people from Vietnam stood at 59% (48 persons), which was nearly double the percentage of the second biggest – people from Finland.
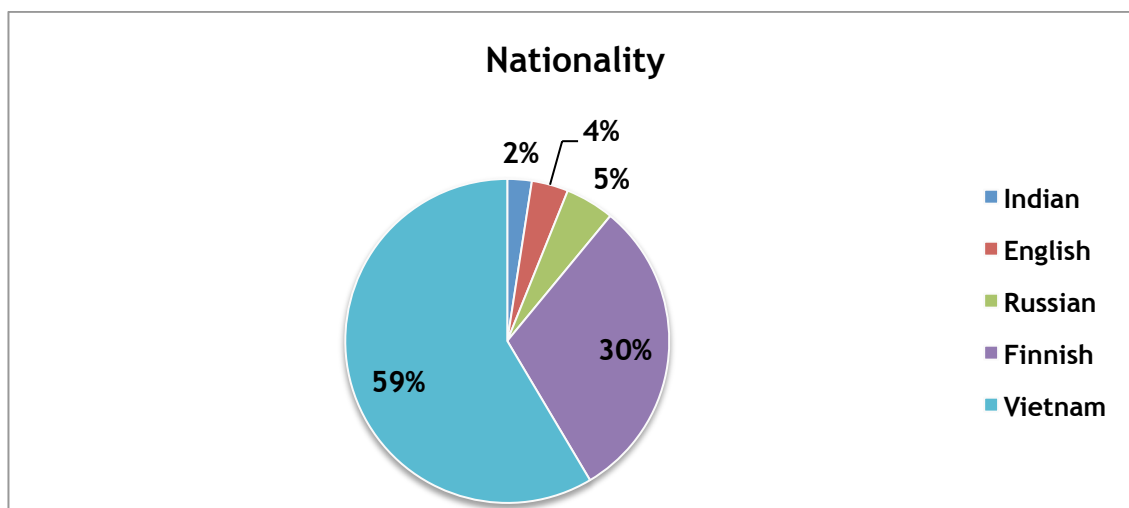
Figure 19. Nationality division of respondents.

The pie chart below illustrates the distribution of the respondents' place of residence, whose almost a half was Helsinki. Interestingly, despite the local and minor size of the event, there are still participants who lived outside of Finland even with only insignificant minority fraction. The remaining part of the pie chart were shared among the citizens of Espoo, Vantaa and another city of Finland in a nearly equal ratio.
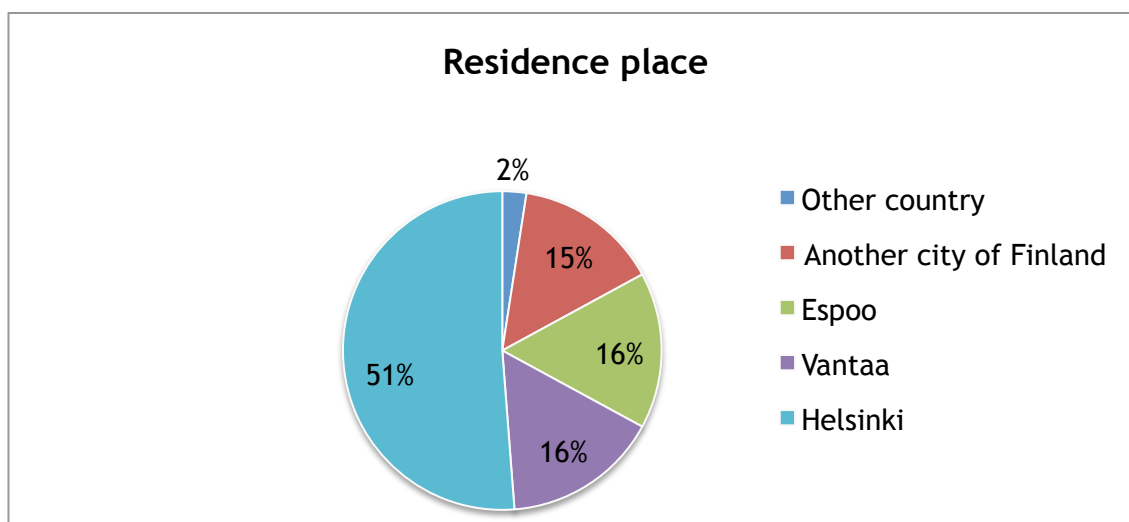
Figure 20. Place of residence among respondents.

6.1.2   Feedback on event

The proportion of the most effective channels used to market the VCS is revealed in the bar chart below. Overwhelmingly, 66% of the survey participants indicated they

were aware of the event via their friends and families, more than 20 percentage points greater than the second-most selected option, "Facebook" (43%). Following is poster and brochure whose number of responses was 24 and twice other organizations' number of responses (12). Surprisingly, direct email, radio, Instagram, and especially Twitter were only used by a small proportion of users, at 11%, 7%, and 4% respectively.
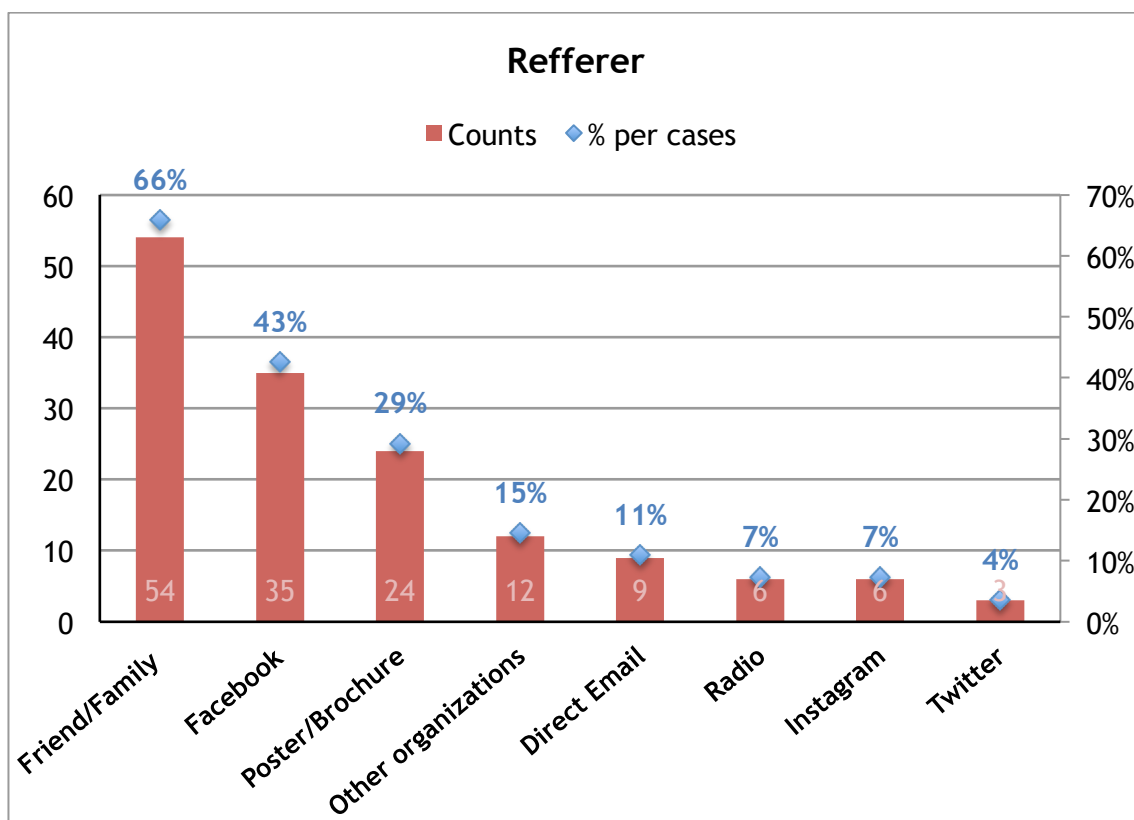
Figure 21. Division of respondents by event's information channels.

Figure 22 compares the satisfaction level of survey participants on the ticket price, the location and the total event which ranges from: Very dissatisfied, Dissatisfied, Neither satisfied nor dissatisfied, Satisfied and Very satisfied numbered from 1 to 5 accordingly. Overall, while none of the audiences had the feeling of very dissatisfied with the event which is a very positive thing, the highest proportion of them chose the option of being very satisfied with location as well as ticket price (at 52% and 50% respectively), and satisfied with the event in general (at 44%). Nonetheless, a tiny fraction of attendees were dissatisfied with the price paid for ticket and an average of 15% gave neutral opinion about all three factors.

Satisfaction level

■ %whole event ■ %location ■ %ticket price
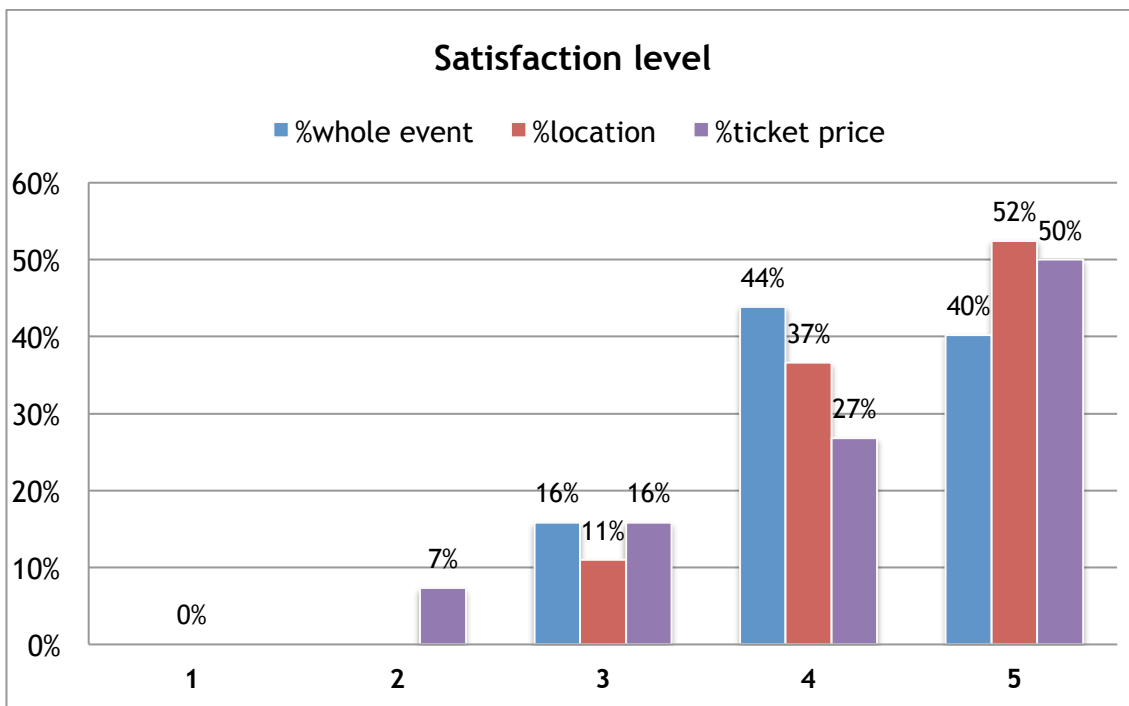
Figure 22. Respondents' opinion on ticket price, location and overall event.

Most enjoyable things about VCS

■ Counts ◆ % per cases
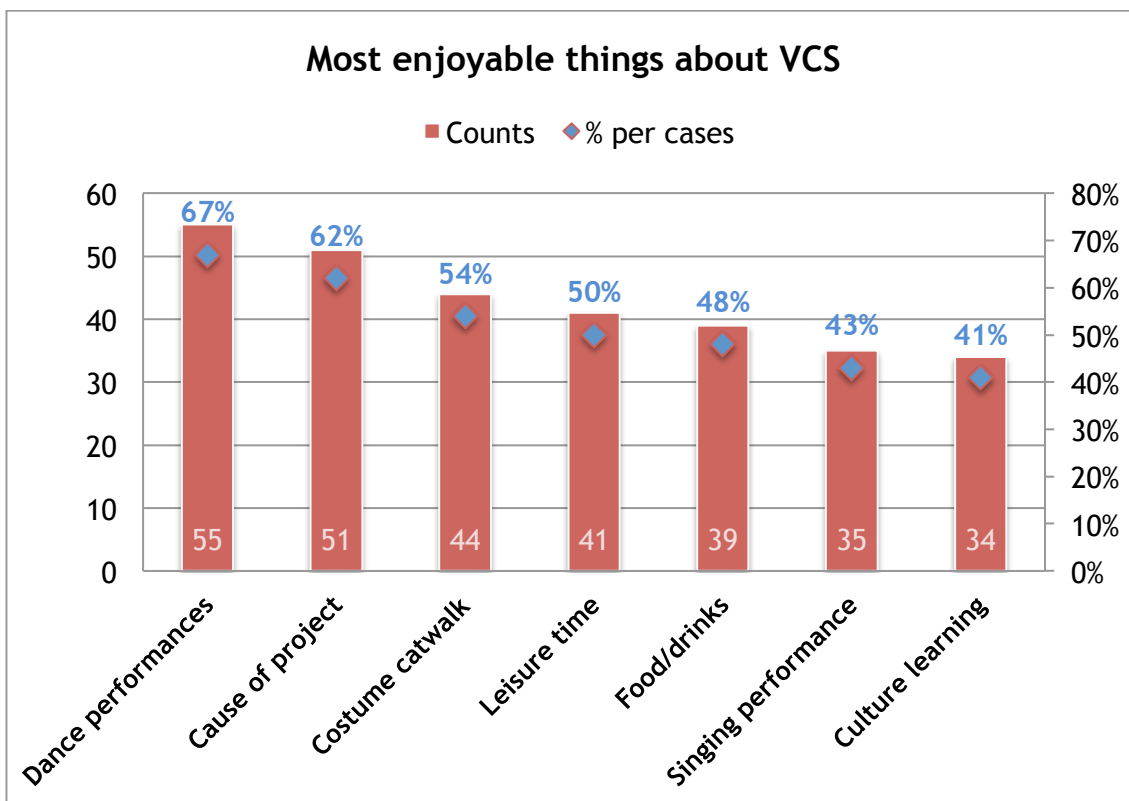
Figure 23. Elements of VCS event repondents liked most.

It can be clearly seen in the bar chart above that audiences were impressed with more than one aspect of the event. They liked the dancing performances the most, followed by the cause of the project and the costume catwalk, with more than half of the respondents. Leisure time, food and drinks, singing performances and culture learning were not at the top reasons but their propotion were still high (more than 40%).

Willingness to join future events

0%

15%

85%

- No (1&2)
- Maybe (3)
- Yes (4&5)
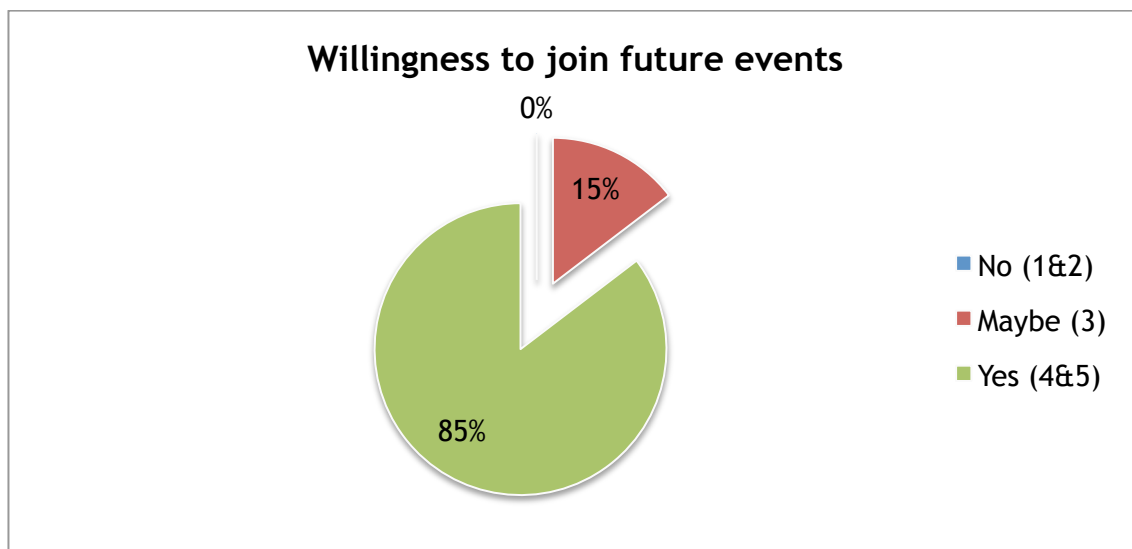
Figure 24. Respondents' opinion on attending future events

Proved from figure 24, a major portion of respondents were willingly to join the future events. Only 15% of them were with neutral opinion and none answerd that they did not want to.

6.1.3   Feedback on donating and sponsoring activities.

The information of the majority (63%) of the respondents had actually donated and/or sponsored for charity before is shown in figure 25.
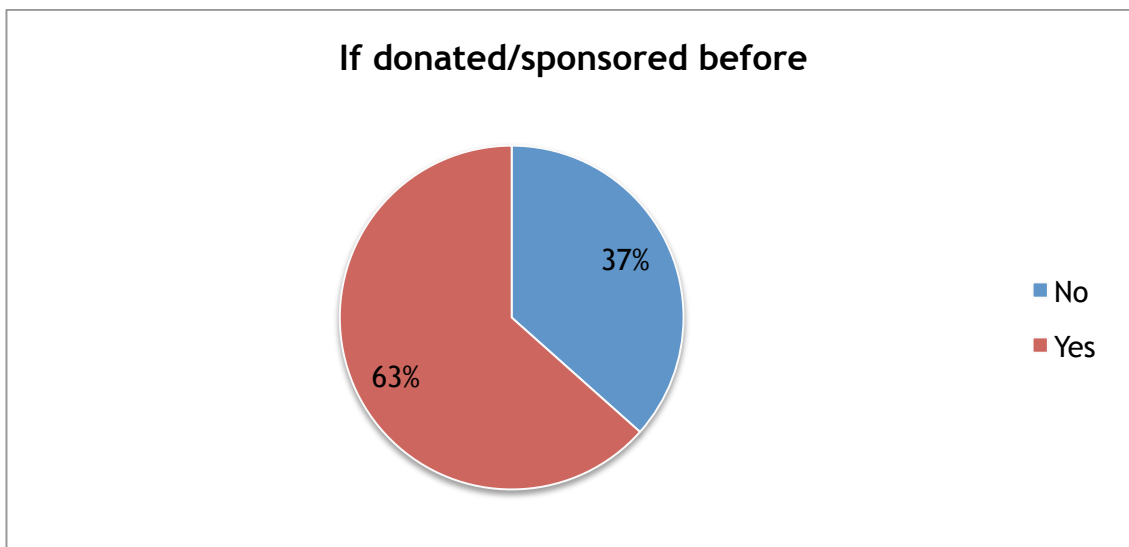
Figure 25. Respondents with and without donating/sponsoring experiment.
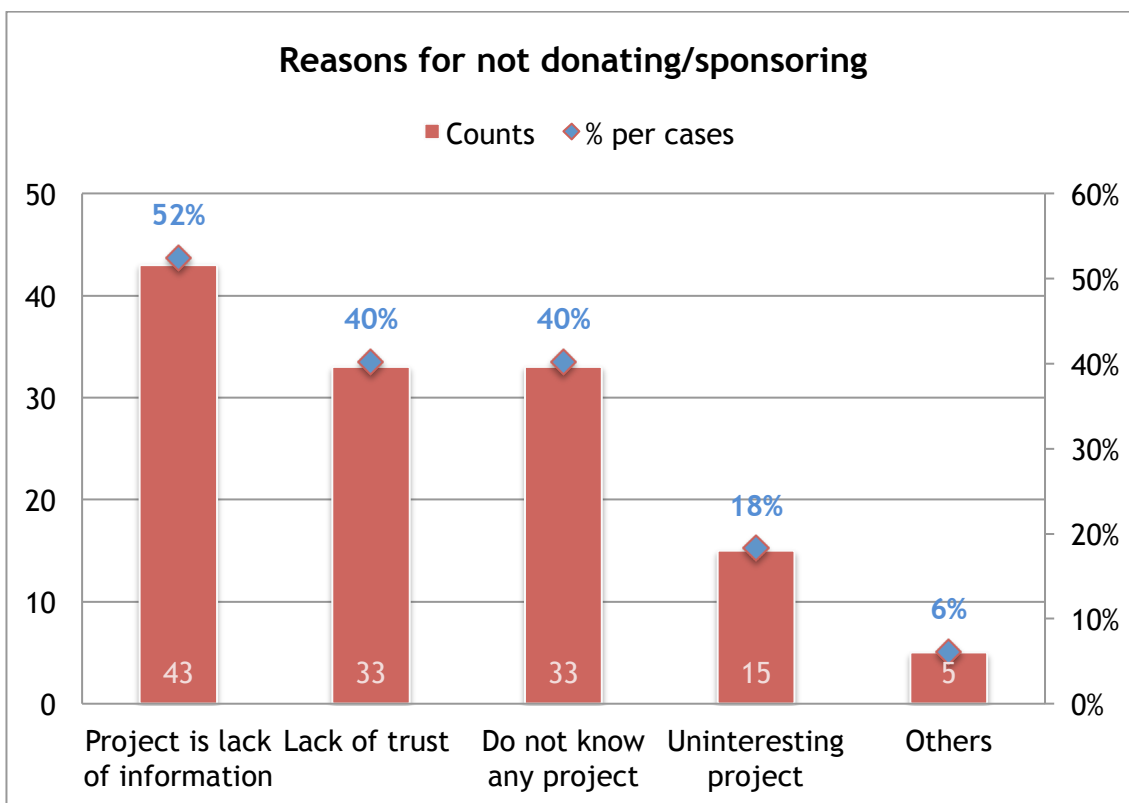
Figure 26. Reasons affecting respondents' negative decision on donating/sponsoring to a project.

When asked about the reason for refusing donating/sponsoring a charity project, 52% (43 out of 82) explained that the project was lack of information and 40% (33 out of 82) marked the choice of "do not know any project" and "lack of trust". 18% (15 out

of 82) shared that they did not feel related with the topic of the project. Only 6% chose "other" reasons without specifying it.
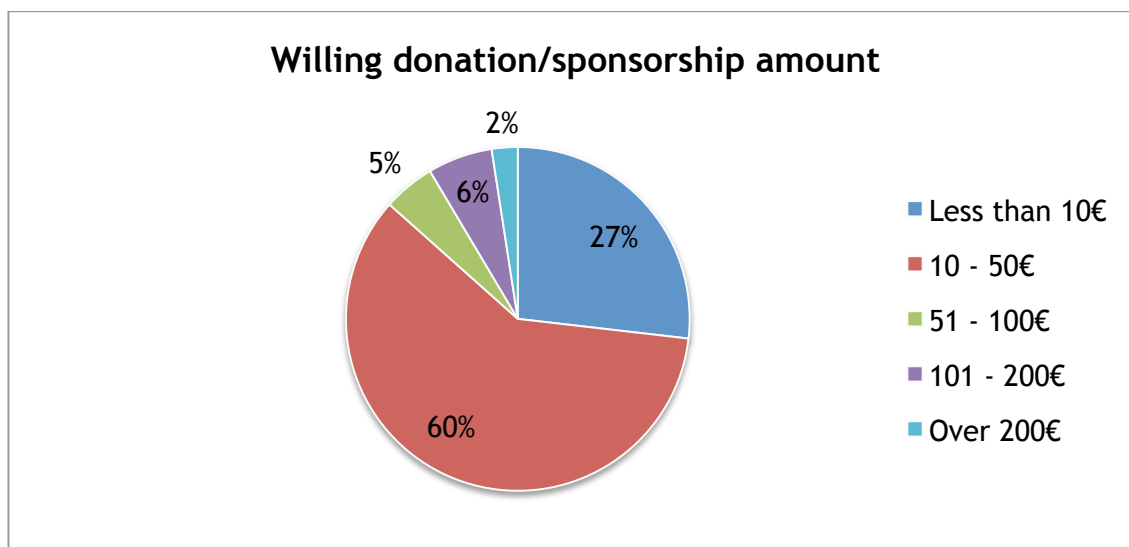
Figure 27. The amount of money respondents willingly to donate/sponsor.

The statistic in figure 27 exposed that most of the survey participants were willing to donate an amount betweem 10 and 50 Euros at 60%. Just over a fourth chose less than 10 Euros. An insignificant minority marked their reply of over 51 Euros.

The replies to the open-ended question: "What can we do to improve the future event?" are not many but very helpful. Respondents suggested that VCEA should:
- Have a better timing, stage light and more variety in performance
- Offer more chances to learn Vietnamese as well as more food and drinks
- Shorten the length of event and prolong the break
- Be more organized and could choose a better location
- Put more dancing performance and can tell story to connect each perfor-mance
- Present song lyrics in English

6.2   Analysis

6.2.1   Methods

It is stated that the Chi-Square test is a statistical test used to examine the rela-tionship of the two categorical variables: if they are independent or dependent on each other. The test compares the observed frequencies to the expected frequencies

of the two variables presented in the crossable (Saunders et al. 2016). SPSS, Excel software or online Chi-square calculator are common tools for analyzing this test.

To have a better understanding of the survey's findings, thesis uses this analysis to test the factors that affect respondents' willing donation amount. The author caculated the Chi-square test by Excel and online Chi-square caculator.

$$X^2 = \sum \frac{(o-e)^2}{e}$$

where

X^2 is Chi-squared,
Σ stands for summation,
o is the observed values, and
e is the expected values.

Figure 28. Chi-square formula

The null-hypothesis (H°) is that two variables are independent and have no relationship with each other. Another alternative hypothesis (H_1 or H_a) is that the row variable and the column variable are dependent. The Chi-square statistic is correct only if at least 80% of the crosstable's cells have an expected frequency of at least 5, and no cell has an expected frequency smaller than 1. The degrees of freedom (DF) and the significance level which is often set at 0.05, are used to do calculation. The explaination of the Chi-square test using Excel is described in the below figure. It can be seen that the null hypothesis will be rejected if the test statistic is bigger than the critical value at the given significance level.

	A	B	C	D	E	F	G	H	I	J	K
1	**Chi-squared test**				**Using Excel functions**						
2											
3											
4	Observed						Expected				
5			Categories						Categories		
6	Result	<35	35-50	>50	Totals		Result	<35	35-50	>50	Totals
7	improved	17	17	6	40		improved	14.0	16.0	10.0	40
8	same	4	7	9	20		same	7.0	8.0	5.0	20
9	Totals	21	24	15	60		Totals	21	24	15	60
10											
11	χ^2 results										
12											
13	Degree freedom		2								
14	Significance level		0.05		=CHITEST(B7:D8,H7:J8)						
15	p-value		0.031492		=CHIINV(C15,C13)						
16	Test statistic		6.916078		=CHIINV(C14,C13)						
17	Critical value		5.991476								
18	Decision		Reject null hypothesis at significance level 0.05								
19					=IF(C16>C17,"Reject null hypothesis", "Not reject null hypothesis") & " at significance						
20					level "&C14						
21											

Figure 29. Chi-square test using Excel function

6.2.2 Factors affecting amount of donation

To prevent having any zero value expected frequency, the value of some categories was sum up logically. As can be seen in figure 29 and 32, the third category of donation amount, 51 – Over 200 Euros, was created by the joint of the three groups: 51–100 Euros, 101-200 Euros and Over 200 Euros.

The calculation in figure 30 shows that the gender has effect on the amount of money that the responsdents were willing to donate.
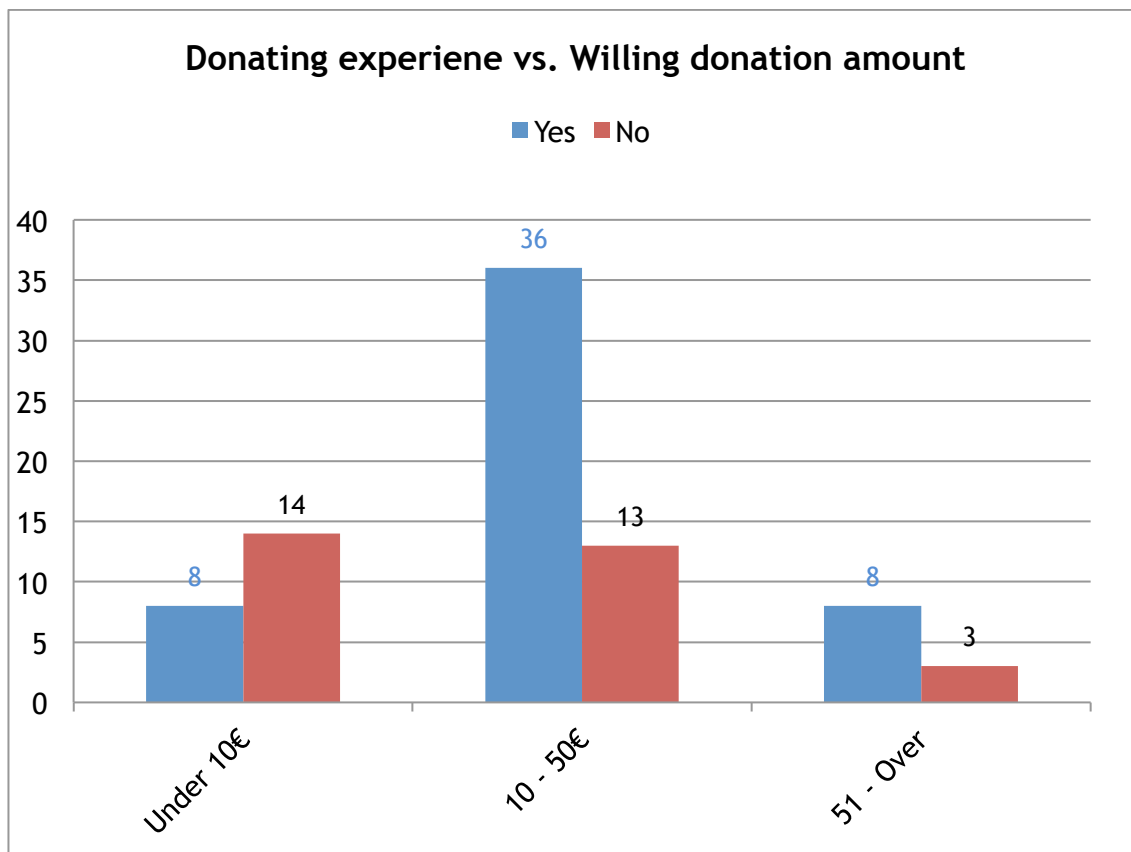
Figure 30. Donating experience vs. Willing donation amount

H°	Donation experience and the donation amount is independent and have no relationship.					
	Degree freedom	Significance level	p- value	Test statistic	Critical value	Decision
Occupation vs. Donation amount	2	0,05	0,008715372514	9,4853	5,991465	Reject null hypothesisat significance level 0,05

Figure 31. Chi-square test result – Donating experience vs. Willing donation amount

The result can be read from figure 32 that having donated or sponsored in the past makes an impact on the donation amount one is willing to decide. From the bar chart above, it is likely that the one who was used to charity support was more willing to donate a higher amount of money than the one who have never done it.
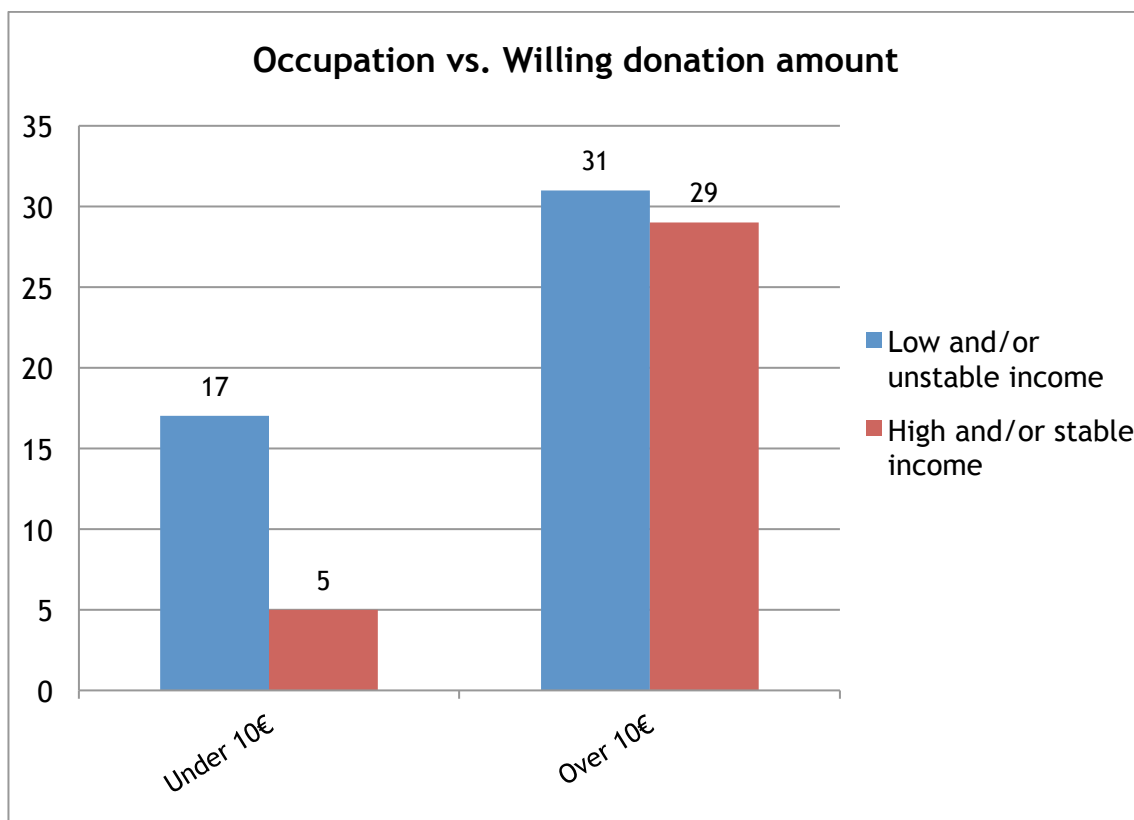
Figure 32. Chi-square test result – Occupation vs. Willing donation amount crosstable.

The group that has low and/or unstable incomes are students, the unemployed and retired. Whereas the group has high and/or stable incomes are full-time employees and entrepreneurs. It is proven from the test in the figure below that occupation/ income and willing donation amount are dependent on each other. Figure 34 shows that in the high and/or stable income group, there were many more respondents who tent to donate over 10 Euros (29) than the respondents who tent to donate under 10 Euros (5), the ratio is 7,5. Whereas, that ratio in the group having low and/or unstable income is 1,8. It means that the one having stable and high income occupation was happy to donate a higher amount of money than the one having low and unstable income.

	H°	Occupation/Income and donation amount are two independent variables has no relationship with each other.					
χ2 result	χ2 result	Degree freedom	Significance level	p- value	Test statistic	Critical value	Decision
	Occupation vs. Donation amount	1	0,05	0,037038575318	4,348637106357690000	3,841459	Reject null hypothesisat significance level 0,05

Figure 33. Chi-square Occupation vs. Willing donation amount.

On the other hand, the same test was applied and found out that nationality and re-sidence place did not have an impact on the willing amount for donation. This shows that VCEA does not need to include these factors while segmenting target customers, but should reach to the group that joined in different charity projects before and those who have more stable income.

7   Conclusion

This paper reported the implementation of the event – Vietnamese Cultural Show which was a part of the charity project "Build Schools for Vietnamese Ethnic Minority Children" organized by the Vietnamese Cultural Exchange Association. Another aim of the thesis was to study on different aspects of the event management and the event planning process to organize and implement an event successfully as well as investigate different sources, methods, and platform that a non-profit organization can choose for a fundraising campaign from the theory of printed books and online sources.

In the process of writing this paper, the author becomes fully aware of the im-portance of a thorough understanding of the fundraising and event industry, especial-ly when applied to the non-profit world. Based on the non-profit organization's strength and weakness, different strategies and methods are determined to reach the objectives of the project. The lack of knowledge on the planning and managing process for both fundraising campaign and the special event would increase many risks and a higher chance of failure.

The last but not least target of this thesis project is to evaluate the implementation of VCS and the findings from the survey to know if the event and its objectives were met and what VCEA can improve for the next event or campaign organized in the fu-ture.

7.1   Evaluation

One meaning of the evaluation is to see if the event and the charity project met the objectives set for it. As mentioned before, the cultural show could not achieve their financial objective to earn 8000 Euros for the fundraising project. Instead, the total income exceeded the cost which created a profit of approximately 3000 Euros. Anot-

her measurable objective, having 150 attendees at the Vietnamese Cultural Show, was not met as only approximately 110 people visited the event. To explain these failures, there are many reasons to be listed. First of all, VCEA was too ambitious to set such a high aim. It would be more realistic if they had more time to spend on studying the knowledge of running a fundraising campaign beforehand as well as planning their event more properly.

On the positive side, it cannot be refused that they had met the objective of promoting the Vietnamese culture and entertaining the audiences. Moreover, gaining 3000 Euros profit and engaging more customers in Finland with the charity project totally proves that the charity event was successful at somewhat level.

7.2   Recommendation

For a better performance in fundraising, VCEA should plan their project 6 months to a year ahead due to the fact that the processing time for the fundraising permit at police departments and grants from corporation or government is about six months in Finland. It also gives the organization the time to do the fundraising audit, SWOT analysis and any needed research beforehand e.g the market research. Planning ahead allows VCEA uses their time and effort effectively on preparing documents with the co-organizer in Vietnam, recruiting team member, choosing different funding sources and fundraising methods with less stress in comparison to the situation of the VCS project.

While doing the customer segmentation, VCEA should focus on the group already having experience in donating/sponsoring and the group having more stable income. What could be concerned is that VCEA should make the collaboration with another charity organization in Finland who have more experience and connection in the fundraising area. Another charity event can be organized, while VCEA only focuses on building the event's program, the co-organizer focuses on finding sponsorship.

For a better performance of organizing event, VCEA ought to also start planning 6 to 12 months before. A detail and clear Work Breakdown Structure and event's Gantt chart for scheduling are must-have tools for event management that VCEA should create. All the tasks, responsibilities and deadline should be well defined to prevent the team from any overlap work, confusion and stress. Building effective staff and

volunteer teams is one of the important task of VCEA, a well-designed recruitment process should be applied to find the right person for the right position. VCEA should educate as well as inspire and motivate staff and volunteers more oftern. The program of the Vietnamese Cultural Show can be the model for the new event since attendees really enjoyed it, anyway new development should be applied. According to the customer feedback, VCEA can offer more food and drinks as well as prolong the break, more dancing performances or new type of art such as plays can be added into the new program.

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Appendix 1. Survey, Finnish & English

Event feedback

Thank you for participating in our event. We hope you had as much fun attending as we did organizing it!

We want to hear your feedback so we can keep improving our logistics and content. Please fill this quick survey and let us know your thoughts (your answers will be anonymous).

Kiitos, että osallistutte tapahtumaamme. Toivomme, että viihdyitte!, Haluaisimme kuulla palautteenne, joten me voisimme jatkossa kehittää palvelui-tamme. Olkaa hyvä ja täyttäkää tämä helposti ja nopeasti täytettävä palautelomake, KIITOS! (teidän vastauksenne ovat anonyymejä).

* Required

1. Age * Ikä

□. Under/Alle 18   □. 18 – 25   □. 26 – 35   □. 36 – 45   □. Over Yli 45

2. Gender * Sukupuoli

□. Male - Mies   □. Female – Nainen   □. Other - Muu

3. Occupation * Ammattiryhmä

□. Student – Opiskelija   □. Retired – Eläkkeellä   □. Employed - Työssä käyvä

□. Entrepreneur - Yrittäjä   □. Unemployed Työtön   □. Other - Muu

4. Nationality * Kansallisuus

…………………………………………………………..

5. Where do you live? Asuinpaikkakuntanne

□. Helsinki   □. Espoo   □. Vantaa

□. Other city in Finland - Muulla Suomessa

□. Other country - Muulla kuin Suomessa

6. How did you find out about the event? * *(mark all that apply)* Mistä saitet tietää tapahtumastanne? *(merkitkää kaikki lähteet, jossa näitte maininnan tapahtumas-tamme)*

□. Facebook   □. Instagram   □. Twitter   □. Poster

□. Radio   □. Direct email – sähkpostilla   □. From friends - Ystävilt

□. From other - Muista lähteistä/organisaatioista

7. How satisfied were you with the event in overall? * **Oletteko kokonaisuudessaan tyytyväinen käyntiinne tilaisuudessamme?**

Not very (En kovinkaan tyytyväinen) – Very much (Hyvin tyytyväinen)

	1	2	3	4	5	
Not very	☐	☐	☐	☐	☐	Very much

8. How satisfied were you with the event's location? Kuinka tyytyväinen olette tilaisuuden sijaintiin?

	1	2	3	4	5	
Not very	☐	☐	☐	☐	☐	Very much

9. Did you think the event price was reasonable? * Oliko tilaisuuden sisään-pääsymaksu kohtuullinen?

	1	2	3	4	5	
Not very	○	○	○	○	○	Very much

10. What did you like (the most) about the event? * (mark all that apply) Mistä erityisesti piditte tilaisuudessa?

    ☐. Atmosphere/ Leisure time - Ilmapiiristä

    ☐. Learn more about Vietnamese culture - Opin ymmärtämään Vietnamilaista kulttuuria

    ☐. The cause of the event - Tilaisuuden järjestämisen taustasta

    ☐. Food/Drinks - Ruoka/Juoma

    ☐. Dance Performances - Tanssiesitykset

    ☐. Singing Performances - Lauluesitykset

    ☐. Traditional costume Performances - Kansallisten asujen esitykset

    ☐. Others - Muu, mikä _____

11. How likely are you to attend a future event? Kuinka todennäköisesti osallis-tutte vastaavaan tilaisuuteen tulevaisuudessa?

	1	2	3	4	5	
Not very	○	○	○	○	○	Very much

12. What can we do to improve future events? * Miten voisimme parantaa jatkossa vastaa tilaisuutta?

....

....

....

13. Have you donated to any charity/ sponsored to any event before? * Oletteko koskaan lahjoittanut rahaa hyväntykeväisyyteen?

□ Yes. (Please continue with the question number 14) – Kyllä. Olkaa hyvä, ja jatkakaa kysymyksiin 14)

□ No. (Please continue with the question number 15) - En. Olkaa hyvä ja jatkakaa kysymykseen 15)

14. (If yes) When was the last time? Jos kyllä, niin milloin viimeksi lahjoititte rahaa hyväntekeväisyyteen?

□. Less than a year -Alle vuosi sitten

□. 1 - 2 years – vuotta   □. 2 - 3 years - vuotta

15. What is the main reason that affects your decision? * *(mark all that apply)* Mitkä tekijät vaikuttavat siihen, lahjoitatteklo vaiko etkö lahjoita rahaa hyväntekeväisyyteen?

□. Do not know any project - En tiedä sopivaa lahjoituskohdetta

□. The project is lack of information - Kohteesta ei ole tarpeeksi tietoa

□. The project cause is not interesting enough - Mahdollisen kohteen taustat eivät ole tarpeeksi kiinnostavia

□. Lack of trust - En luota siihen, että lahjoitukset menevät perille

□.Others - Muu, mikä...

16. How much are you willing to donate? Kuinka paljon olisitte jatkossa valmis lahjoittamaan hyväntekeväisyyteen?

□. Less than 10€ - alle € 10   □. 10 - 50 €   □. 51 - 100 €

□. 101 – 200 € | □. Over 200 - Yli 200

17. Any additional comment: Muita kommentteja

....

....

....

Please leave your contact information, so we can share with you the report about the project "Building schools for Vietnamese Ethnic Children" afterward. Voitte halutessanne jättää sähköpostiosoitteenne, niin lähetämme teille "Building schools for Vietnamese Ethnic Children" – raportin.

Email address: Sähköpostiosoite

....

Thank you very much for finishing the feedback form and your support for the event & project!

Kiitämme, että osallistuitte tähän tilaisuuteen ja että täytitte tämän palautelomakkeen !

Appendix 2. Venue Badelrin Sali – location and outside view
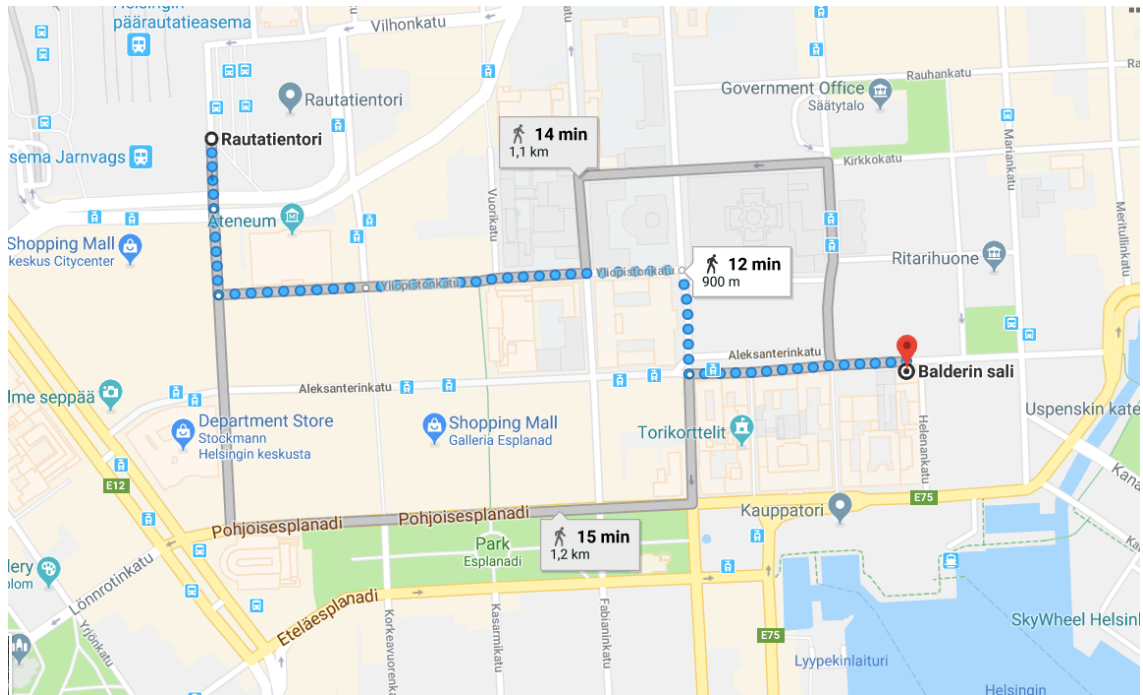
Appendix 3. Online ticket platform of VCS

ilmarix.fi

Charity Project
Building Schools for Vietnamese Ethnic Children

01 April - 31 July 2017 | Helsinki, Finland

Ilmoittautuminen - Registration

VCEA
Vietnamese Cultural Show - 2.6.2017

Thank you very much for being interested in our meaningful event!
The 'Vietnamese Cultural Show' will be held on Friday, 2nd of June, 2017. The venue for the event is 'Balderin sali', located at Aleksanterinkatu 12, Helsinki. Doors will be opened from 18.30. The ticket costs 12e but if you purchase it before 20th of May you will get an early bird discount of 2e. Students are entitled for a 2e discount. You can pay more for donation.

You will immediately receive the invoice in your email account after the registration. When paying the invoice, please insert the reference number provided.
After the payment, we will have your information on the guest list.

Further more, two lucky participants will get surprise presents from us!

Kiitos kiinnostuksestasi tapahtumaamme kohtaan!
'Vietnamese Cultural Show' pidetään perjantaina 2. kesäkuuta, 2017. Tapahtumapaikkana toimii Balderin sali, joka sijaitsee osoitteessa Aleksanterinkatu 12, Helsinki. Ovet avataan klo 18:30. Lippu tapahtumaan maksaa 12e, mutta jos hankit lippusi ennen 20.5. saat 2e alennuksen. Opiskelijat ovat oikeutettuja 2e lisäalennukseen. Halutessasi voit myös maksaa lipustasi enemmän ja näin auttaa meitä saavuttamaan projektimme tavoitteen.

Ilmoittautumisen jälkeen saat sähköpostiisi viestin, joka sisältää laskun. Maksaessasi laskua käytähän annettua viitenumeroa. Maksun jälkeen lisäämme nimesi vieraslistaan.

Lisäksi kaikkien tapahtumaan osallistuvien kesken arvotaan kaksi yllätyspalkintoa!

* merkityt ovat pakollisia tietoja - Fields marked with * are obligatory

Yritys/yhteisö - Company/Community	
Etunimi - First name *	
Sukunimi - Last name *	
Sähköposti - E-mail *	
Opiskelija / Student	☐ Olen opiskelija / I am a student

Tallenna tiedot - Save information

Tietosuojaseloste - Privacy policy   ILMARI

Appendix 4. Printed ticket of the event (front & back)

Appendix 5. Facebook page of VCEA

Appendix 6. Facebook event of Vietnamese Cultural Show

Appendix 7. The brochure of the project (front & back)

Front:

For further information about the project

Website: https://vceafi.wixsite.com/buildthefuture

CONTACT US

Vietnamese Culture Exchange Association (VCEA)

Facebook: https://www.facebook.com/vcea.fi
Email: vcea.fi@gmail.com
Hotline: (+358) 044 240 5858

THANK YOU !

VIETNAMESE CULTURAL SHOW

Time: 7PM-9PM, 2ND of JUNE
Location: BALDERIN SALI, Aleksanterinkatu 12, 00170, Helsinki
Price: Minimum of 12 Euros or MORE for donation

FOOD BOOTH

Time: from 10AM, 20TH of MAY
Location: ESPLANADI PARK
Price: Depending on the dishes

JOIN HANDS TO
BUILD SCHOOLS FOR VIETNAMESE ETHNIC CHILDREN

EDUCATION FOR A BETTER WORLD

Back:

ACTION IS NEEDED NOW

We as young people who were born in Vietnam and have had the opportunity to study in a country with the high educational quality like Finland, we understand that education is basic human right and is a significant factor in the development of children, communities and countries.

Opening classroom doors to all children especially the poor ethnic communities is a very meaningful way of giving the young generations the skills that they need to achieve a better future.

Your kind support and participation will make our project of Building School for Vietnamese Ethnic Children a success. Together we can bring education to poor children today and a better life for their future.

Thank you very much for your attention & your help is highly appreciated!

WHERE?

Dien Bien province is in the Northwest region of Vietnam, 425 km from the capital city Hanoi.

Muong Mun commune has 18 mountain villages with the population of 1,050 households, of which 20,4% are poor & 46.9% are extreme poor families. There are 5,179 people with 4 ethnic minorities (Thai 63.5%, Kinh 3.6%, Mong 18.1% & Kho Mu 14.8%).

Pu Pien village is located 47km from Tuan Giao district center and has mainly mountainous land. There are 37 households in Pu Pien & the poverty rate is 89.2%.

Locals have low literacy levels, porvety living condition and earn for their living mainly by agriculture.

Access is difficult due to the hilly terrain and roads being mainly soil which turn to mud in rainy season.

"Building Schools for Vietnamese Ethnic Children" project is a part of a bigger fundraising program organized by the Education and Training Committee Division of Tuan Giao district Dien Bien province & Duhocsinh TV in Vietnam. The program started running in 2016 & has helped rebuild a Huet Let school (attached to An Binh Kintergarten Center School). This year, the program continues with a goal of rebuilding Pu Pien school (attached to Nam Muc Primary Center School).

DIEN BIEN

HA NOI

VIET NAM

MUONG MUN

ABOUT SCHOOL

- Pu Pien school is located in Pu Pien villages, Muong Mun commune, Tuan Giao District, Dien Bien province, 12km from the center school.
- Pu Pien school has 16 students studying 2 different levels, which all are from extremely poor families.

WHY ?

POOR FACILITY

- Pu Pien village has no electricity and clean watersource.
- The school has no canteen, playground and toilets.
- The only classroom is in very poor condition & made of simple wood construction.

Program to support ethnic children's education

* We would like to provide ethnic children in Pu Pien school with new facilities :
  - a student toilet with the dimension of 3 x 2 =6m2
  - a classroom with the dimension of 5 x 8 = 40m2
  - a service room with the dimension of 5 x 3 =15m2
  - a playground with the dimension of 84m2

* The estimated construction fee is approximately 8000 EUR.

* The construction company - Tran Thanh Lam Mechanical Factory, located in Tuan Giao, Dien Bien has been chosen to be the responsible partner.

* The new facilities will have 10 years warranty.

HOW CAN YOU HELP

We have organized a Charity Culture Show where you can buy tickets for a minimum price of 12 Euros. If you wish to donate more we would appreciate your generosity.

At the show, you will enjoy Vietnamese cultural performances & delicious Vietnamese food.

DONATE

Furthermore, we have organized a Food Booth on the Restaurant day that sells delicious traditional dishes all for good cause. VCEA hopes to see all of you there!

Appendix 8. Event's poster in English

Appendix 9. Event's poster in Finnish

Appendix 10. Highlight of the charity project