

Bachelor's thesis

Degree programme in International Business

2019

Ville Backman

INTERNATIONALIZATION POTENTIAL FOR EVENT MANAGEMENT SOFTWARE IN BARCELONA AND MADRID, SPAIN

Ville Backman

INTERNATIONALIZATION POTENTIAL FOR EVENT MANAGEMENT SOFTWARE IN BARCELONA AND MADRID, SPAIN

The use of event management software (EMS) by companies in their event management processes is a globally fast growing trend, with current estimated market value of over 6.6 billion USD globally and an estimation to reach 8.6 billion USD by year 2020. Growth in EMS use is especially fast in cloud based services, as these systems provide cost-effectiveness, easy deployment ability, high scalability, flexibility and access options

To take advantage of this potential in a fast growing market, a Finnish startup company Company X Oy was founded in 2017. The main product of the company is a Software as a Service (SaaS) event management software named Company X. Company X is an online service for easier event management. Due to the first year's successful start in Finland Company X Oy has started to look for opportunities in international markets for expansion.

Previous studies have evaluated on surface level the potential competition in event management software providers in Europe in general, with emphasis on providers similar to Company X. Based on that research, Spain was chosen as a potential target market for Company X. The purpose of this study was to conduct market research for company's internationalization in Spain. Two large target market areas were chosen: Barcelona and Madrid. Main goal was to evaluate what is the nature of current EMS market in Spain, and if there is market potential for internationalization of Company X in Spain. If market potential is found, the ideal market entry mode for the potential internationalization was to be evaluated.

Market research was conducted in cooperation with native Spanish students in Spain, coordinated and supervised by Company X operatives working in both Spain and Finland. Research consisted on a preliminary literature review, on which Company X Oy's previous studies on the subject was combined to form basis for the preliminary market research. After the preliminary market research semi-structured interviews were conducted on companies operating in Spain who organize events, as well as end users participating in the events. Finally, an online survey for the end users in both cities was conducted to find out the nature of current EMS market in Spain, and how end users have experienced current registration, payment, and communication processes relating to events they have participated in.

Results of the market research show promising market potential for Company X Oy's service in Spain. After evaluating the market entry modes, a joint venture with the Spanish students conducting the field work of the market research in Spain was chosen as the best market entry strategy. A joint venture was formed, and Company X Oy now has an international brand Company Y Inc. operating in Spain, with its first signed customers for the service.

KEYWORDS:

Internationalization, Event Management, EMS, International Business, Market Research, Startup

Ville Backman

TAPAHTUMAHALLINNAN OHJELMISTON KANSAINVÄLISTYMINEN BARCELONASSA JA MADRIDISSA, ESPANJA

Tapahtumahallinnan ohjelmistot (EMS) ovat maailmanlaajuisesti kasvava trendi, joiden arvioitu kansainvälinen markkina-arvo on 6.6 miljardia USD, ja tämän on arvioitu kasvavan 8.6 miljardiin USD vuoteen 2020 mennessä. Tapahtumahallinnan ohjelmat ovat kasvava trendi erityisesti pilvipalveluissa, koska ne tarjoavat käyttäjilleen kustannustehokkaan, helposti skaalattavan, mukautuvan järjestelmän tapahtumahallintaan. Hyödyntääkseen tätä kasvavaa markkinatrendiä, suomalainen startup yritys Company X perustettiin vuonna 2017. Yrityksen päätuote on "Software as Service" -tyyppinen tapahtumahallinnan palvelu, Company X. Company X on verkkopalvelu helpompaan tapahtumahallintaan. Ensimmäisen vuoden menestys kotimaassa johti Company X Oy:n kiinnostukseen kansainvälistymiselle.

Company X:n aiemmat tutkimukset ovat arvioineet eurooppalaisten EMS tarjoajien kilpailukenttää. Näiden tutkimusten perusteella Espanja osoittautui potentiaalliltaan Company X:lle otollisimmaksi markkina-alueeksi Euroopassa. Tämän tutkimuksen tarkoituksena oli suorittaa markkinatutkimus Company X:n kansainvälistymisaikeista Espanjassa. Kaksi suurta markkina-aluetta valittiin tutkimuskohteeksi: Barcelona ja Madrid. Tarkoituksena oli arvioida Espanjan tämän hetkistä EMS markkinakenttää, ja Company X:n markkinapotentiaalia Espanjassa. Jos kohdemaata osoittautuu tutkimuksen aikana potentiaaliseksi, paras kansainvälistymisen muoto Espanjassa täytyi arvioida.

Markkinatutkimus tehtiin yhteistyössä espanjalaisten opiskelijoiden kanssa. Tutkimus suunniteltiin ja koordinoitiin Espanjassa Company X:n henkilökunnan ohjauksella kohdemaassa. Tutkimus koostui kirjallisuustutkimuksesta yhdistettynä Company X:n aiempaan tutkimukseen aiheesta. Kirjallisuustutkimus muodosti pohjan arviovalle markkinatutkimukselle Espanjassa. Tämän tutkimuksen pohjalta muodostettiin semi-strukturoitu haastattelupohja paikallisille yrityksille, jotka järjestävät tapahtumia, sekä loppukäyttäjille, jotka ovat tällaisiin tapahtumiin osallistuneet. Lopuksi suoritettiin kattava sähköinen kysely loppukäyttäjille, jonka tarkoituksena oli kartoittaa EMS markkinoiden tämän hetkinen luonne Espanjassa, sekä miten loppukäyttäjät ovat kokeneet tapahtumien rekisteröitymisen, maksuliikenteen, ja kommunikaation aspektit.

Markkinatutkimuksen tulokset viittavat lupaavaan markkinapotentiaaliin Company X:n palvelulle Espanjassa. Parhaaksi kansainvälistymisstrategiaksi valittiin yhteistyöyritys markkinatutkimukseen osallistuneiden espanjalaisopiskelijoiden kanssa. Yhteistyöyrityksenä perustettiin Company X Oy:n kansainvälinen brändi, Company Y, jolla on tällä hetkellä ensimmäiset asiakkaansa Espanjassa.

ASIASANAT:

Kansainvälistyminen, Tapahtumahallinta, EMS, Kansainvälinen liiketoiminta, Markkinatutkimus, Startup

CONTENT

LIST OF ABBREVIATIONS	7
1 INTRODUCTION	6
1.1 Motivation	6
1.2 Research objectives and questions	7
1.3 Target market	7
1.4 Structure of the thesis	8
2 BACKGROUND	9
2.1.1 Event management software	9
2.1.2 Event management software global market	10
2.1.3 Company X Oy 's previous research	12
3 LITERATURE REVIEW	15
3.1 SMEs	15
3.1.1 SMEs in Finland	16
3.1.2 Internationalization of SMEs	16
3.2 Uppsala model of internationalization	17
3.3 Network approach theory	19
3.4 Modes of foreign market entry	21
3.4.1 Foreign direct investment	22
3.4.2 Joint venture	22
3.4.3 Export	23
3.4.4 Franchise	23
3.4.5 Licensing	23
3.4.6 Outsourcing	24
4 RESEARCH METHODS	25
4.1 Preliminary market research	26
4.2 Company interviews	26
4.3 Customer survey	27
4.4 Reporting	27
4.5 Validity	28
4.6 Reliability	28

4.7 Generalizability	28
5 RESULTS	29
5.1 Preliminary market research	29
5.1.1 Interviews	29
5.1.2 Competitors	33
5.2 Results of the company interviews	33
5.3 Customer survey	40
6 CONCLUSIONS	47
6.1 Current EMS market in Spain	47
6.2 Uppsala model and Network approach	49
6.3 Market entry strategy	50
6.4 Further research suggestions	51
6.5 Closing words	51
REFERENCES	53

APPENDICES

- Appendix A: Preliminary market research interview form
- Appendix B: Company interview form
- Appendix C: Customer survey form
- Appendix D: Company interview answers

FIGURES

Figure 1: Event management systems global market (Statista, 2017)	10
Figure 2: Number of primaries by company, designation and region (Grieser, 2015)	12
Figure 3: Event management software localization comparison (Vesala, 2017)	14
Figure 4: Definition of company sizes operating in European Union (European Union, 2016)	15
Figure 5: SMEs in Finland by the year 2020 (Eurostat, 2016)	16
Figure 6: Process of internationalization according to the Uppsala model (Johanson & Vahne, 2009)	18
Figure 7: The four stages of company internationalization (Hollensen, 2007)	19
Figure 8: Modes of foreign market entry (Hollenson, 2008)	22
Figure 9: Customer survey answers regarding event participation	40
Figure 10: Gender variation of the customer survey	40
Figure 11: Occupation variation of the customer survey	41

Figure 12: Locational variance of the customer survey	42
Figure 13: Event types of the customer survey	42
Figure 14: Registration in the events of the customer survey	43
Figure 15: Registration type for events of the customer survey	44
Figure 16: Payment methods for the events of the customer survey	45
Figure 17: Follow up method for the events of the customer survey	46
Figure 18: Registration types used for different event categories	48

TABLES

Table 1: Event management software providers comparison (Vesala, 2017)	13
Table 2: Interviewee profiles for the preliminary market research	30
Table 3: Competing EMS operators in Spain, preliminary results	33
Table 4: Company profiles of the company interviews	35
Table 5: Occupation variation of the customer survey	41
Table 6: Event types of the customer survey	43
Table 7: Registration type for events of the customer survey	44
Table 8: Payment methods for the events of the customer survey	45
Table 9: Follow up method for the events of the customer survey	46
Table 10: Registration types used for different event categories	49

LIST OF ABBREVIATIONS

CRM	Customer relationship management (Dyché, 2001)
EMS	Event management software (Bowdin et al. 2010)
FDI	Foreign direct investment (Hollenson, 2008)
GDP	Gross domestic product (OECD, 2001)
SaaS	Software as a service (SIIA, 2001)
SME	Small and medium-sized enterprises (Petrakis, 2012)

1 INTRODUCTION

The use of event management software (EMS) by companies in their event management processes (Bowdin et al. 2010) is a globally fast growing trend, with current estimated market value of over 6.6 billion USD globally and an estimation to reach 8.6 billion USD by year 2020 (Statista, 2017, 2). Growth in EMS use is especially fast in cloud based services, as these systems provide cost-effectiveness, easy deployment ability, high scalability, flexibility and access options (Grieser, 2015).

Acknowledging this potential in a fast growing market, a Finnish startup company Company X Oy was founded in 2017 (PRH, 2017). The main product of the company is a Software as a Service (SaaS) event management software named Company X. Company X is an online service for easier event management. Key functions include tools for event page management, ticket sales, communication, marketing, and reporting. These functions save time and resources for company's core businesses by providing an attractive and easy to use platform for both the event organizer and the participants. (Hallanoro, 2017).

Due to the first year's successful start in Finland (Vesala, 2017), Company X Oy has started to look for opportunities in international markets for expansion. Previous studies have evaluated on surface level the potential competition in event management software providers in Europe in general, with emphasis on providers similar to Company X (Vesala, 2017). Based on that research, Spain was chosen as a potential target market for Company X (Vesala, 2017). Further market research for company's internationalization in Spain was deemed necessary, and two large target market areas were chosen: Barcelona and Madrid.

1.1 Motivation

As a student of internal business at the Turku University of Applied Sciences I have developed a passion for international affairs, especially in B2B marketing. As I currently work for Company X Oy conducting the research as part of my thesis work was a natural choice. The market research for internationalization of Company X was determined to be part of my duties, so a natural course was to combine the efforts of that research and thesis work. This thesis will provide not only concrete information for the company, but

also enhance my own academic research capabilities and advance my graduation. The ultimate motivation is to provide a research that will provide foundations for actual internationalization operations for Company X in Spain.

1.2 Research objectives and questions

The main goal of this study is to evaluate the target cities of Barcelona and Madrid market potential for Company X. Objective is to survey end-users of these market regions to find out their current methods of registering to local events and how keen they would be on using a software based system like Company X. If market potential for Company X is found, best market entry strategy for Spain is mapped out.

The thesis is designed to answer the following questions:

1. What is the nature of current EMS market in Spain?
2. Is there a market potential for internationalization of Company X in Spain?
3. What is the ideal market entry mode for the potential internationalization?

This market research on internationalization potential will be used as guidelines for further studies on the regions potential and the feasibility for Company X Oy international business opportunities in Spain. This study will be expanded by conducting surveys to small and medium sized business in Barcelona and Madrid to map their interest in using Company X SaaS product in hosting their events. The objective is to evaluate if Company X would be a potential choice to provide event management software to companies operating in these regions.

1.3 Target market

Target market was chosen by Company X Oy 's based on an internal study on potential market regions in Europe. Company X Oy 's co-founder Jukka Vesala conducted research on competitors operating in European markets in his study in 2017, "Company X:n kilpailukenttä ulkomailla". This research showed that especially the Scandinavian markets are heavily saturated with similar products, as are the regions of Germany, Belgium, Netherlands and France. Italy and Spain showed the least amount of competition by current international service providers on event management, so further

research was conducted to these regions. Spain was chosen as the Company X Oy 's first potential internationalization venture. (Vesala, 2017) The reason to decide on Spain as the most attractive market is further explain in more detail in chapter 2.1.3 Company X Oy 's previous research.

Based on data gathered by Vesala (2017), funding to conduct market research in specific regions in Spain was requested from Finnish innovation funder Tekes (Tekes, 2016). Funding was approved by Tekes to conduct market evaluation for the cities of Barcelona and Spain (Tekes, 2017).

1.4 Structure of the thesis

Chapter two will provide background on EMS and their current worldwide market segment. These findings will provide the reader with concrete information on the EMS market and why this potential market was chosen to be researched further. The background chapter describes EMS as a tool, provides evaluations on EMS current market size and estimated future global market figures, and also Company X Oy's previous research on the subject.

Chapter three provides a literature review on internationalization. This chapter provides general information on internationalization as a term and a field of study, as well as methods for foreign market entry.

Chapter 4 determines the research methods used to gather and analyze data for this research. The chapter describes the preliminary market research and the process of actual field work in Spain. Following subchapters will describe the methods for the analysis of the results and the methods for estimating the potential for Company X Oy's internationalization in Spain.

Chapter 5 will provide the actual results of the research, and the analysis of these results. This chapter will analyze the feasibility of the market, as well as the suggested course of action and the methods for internationalization. Conclusion chapter will conclude the thesis with final assessment of the results and suggest further research on the subject.

2 BACKGROUND

2.1.1 Event management software

Event management software (EMS) is a generic term that describes a large variety of different software related to event management processes (Bowdin et al. 2010). An EMS works as an electronic platform to gather and manage all information related to a companies' events (Bhe et al. 2004). EMS can be useful in all manner of events from small company gatherings to stadium rock concerts (Bowdin et al. 2010).

First EMS applications in the 1990's were not aimed specifically to managing events, but were traditional CRM systems that could also work as an EMS if the user was capable enough (Bhe et al. 2004). Modern EMS systems designed specifically for event management first started appearing in the market in the early 2000's. (Bowdin et al. 2010). First EMS were mostly computer or local network based, but in the early 2010's they evolved into more online and cloud based systems. Modern EMS systems are usable from everywhere with internet access, and are accessible from laptops and mobile phones. (Corbin Ball, 2012)

Modern EMS systems offer a variety of tools depending on the complexity of the EMS. Lighter EMS consists of event hosting and registration processes with limited reporting functions mainly related to participants lists. Mid-level products usually add ticket sales functions, communication options, detailed reporting and feedback functions. Heaviest EMS systems combine CRM and invoicing processes with EMS providing the company all of the event information in integrated form. (Bowdin et al. 2010)

As a modern tool, EMS systems help the companies in creating event websites, choosing venues, procurement and sourcing and content management. EMS key benefits for event hosting companies are effective data management, improved efficiency, multi-functionality, reduced costs and improved client perception. (Bowdin et al. 2010)

2.1.2 Event management software global market

Two recent studies were found on evaluating event management software markets on a global scale. Statista's (2017) analysis focuses on estimating the current market, and forecasting the development from 2015 to 2020. The study provides reasonable evidence to support Statista's estimate, but unfortunately only describes the market on a global level (Statista, 2017). For purposes of this study, more specific data on European markets for event management systems had to be found. Figure 1 shows the Statista (2017) study's estimates on EMS global market development. Statista (2017, 2) estimates that the current EMS market of 6.68 billion USD will grow at a steady rate to over 8.6 billion USD by the year 2020. Statista (2017, 1) recognizes that the global need for EMS systems is growing, and states that "event management software helps users manage all of the steps that go into creating a successful event, ranging from registration and payment, to exhibition and content management. These are all functions needed in modern event management, and as global market for events is growing, so is the need for EMS's."

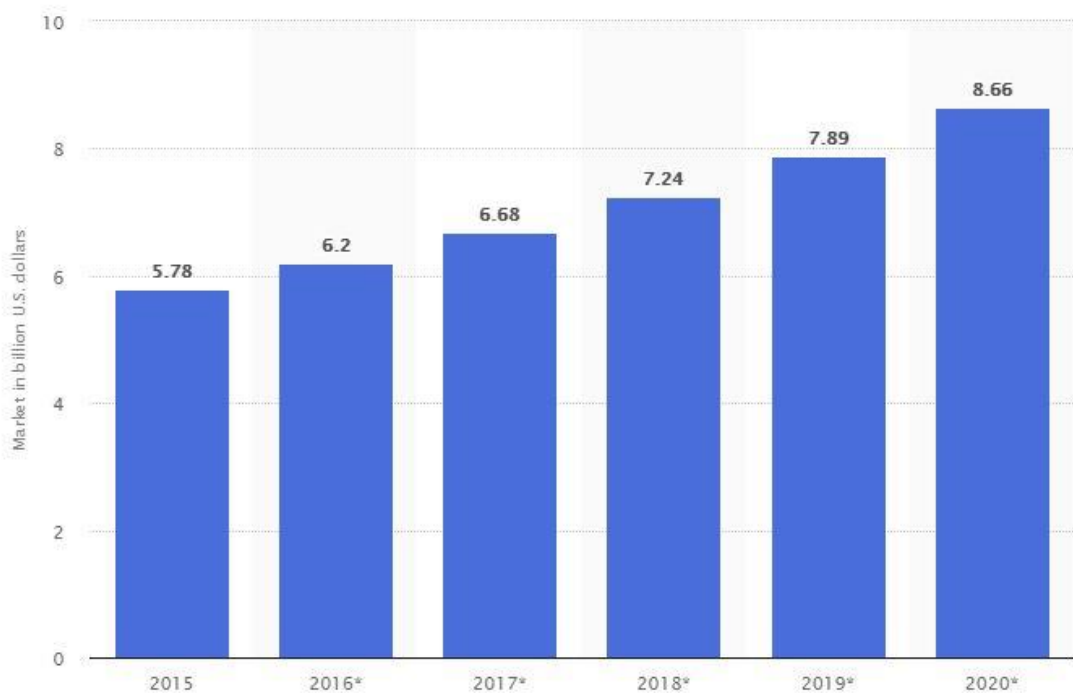


Figure 1: Event management systems global market (Statista, 2017)

Tim Grieser's 2015 study on "Event Management Software Market by Component, Software, Service, Deployment Mode (On-Premise, Cloud), Organization size, Verticals (Education, corporate, Third-Party Planners, Government, & others), and Region - Global Forecast to 2020" provides a more comprehensive review of both global and regional level markets on EMS. Grieser (2015, 1) estimates that the 2015 level of 5.44 billion USD market will grow to 9.28 billion USD market by 2020, at a compound annual growth rate of 11,3%. These numbers are close to estimates in Statista's (2017, 2) report.

Grieser (2015) describes the market development of EMS in recent years, and discusses the movement towards cloud based EMS systems. Popularity of these systems are related to cost-effectiveness, easy deployment ability, high scalability, flexibility and access options. As this kind of EMS systems are easily developed with today's coding platforms, cloud service EMS are estimated to grow their market share considerably in comparison to traditional systems that have to be installed to each computer. (Grieser, 2015)

Grieser (2015) used top-down and bottom-up approaches (Saunders et al. 2015) when estimating and validating the global EMS market and the regional EMS markets. Top-down approach was used to as EMS market was estimated by reviewing annual and financial reports of the major service providers worldwide and at a regional level. (Grieser 2015)

In addition, Grieser (2015) also gathered the data using a bottom-up approach by interviewing executives from different revenue tier 1-3 companies (Financial Times, 2014). 30 % of the total companies were tier 1 (revenue under 1 billion USD), 40 % tier 2 companies (revenue between 100 million – 1 billion USD), and 30 % tier 3 companies (revenue under 100 million USD). Number of primaries by designation were also analyzed, as was number of primaries by region. The former describes the positions the interviewee, and the latter the market region. Figure 2 shows the percentile distribution in Griesers (2015) study. First circle of the Figure 2 shows the distribution of company "Tier" levels, and the distribution was pretty even overall. Second circle displays the designation level of the interviewee. In the study C-level job description covered 72% of the answerers, with 14% director level interviewees. Last circle displays the regional distribution of the companies. Over half of the companies involved were from North America, 29% from Europe, and the rest from Asia-Pacific region.

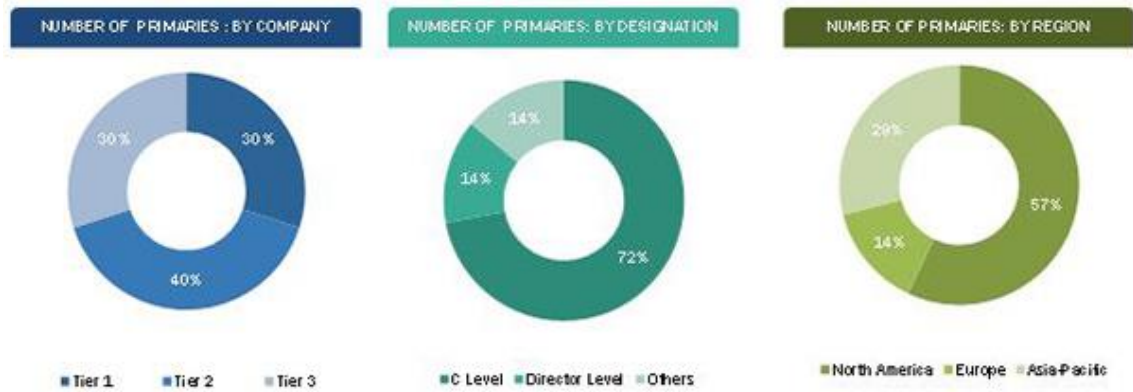


Figure 2: Number of primaries by company, designation and region (Grieser, 2015)

No definitive previous research was found on EMS market specifically in Spain. However, as Spain provides 7,5% of the European Union's GDP (Eurostat, 2017), it can be very roughly estimated with Griesers (2015) figures that the current Spanish EMS market is around 57 million USD, with growth expectations possibly to 97 million USD by the year 2020.

2.1.3 Company X Oy 's previous research

A previous market reseach on Company X's internationalization potential was conducted by Jukka Vesala (2017) in "Company X:n kilpailukenttä ulkomailla" with the aim to determine the most feasible target country to launch an international business venture. The study aimed to compare current international event management system providers based on their localization to native languages for European countries, as well as their price range (Vesala, 2017). Many system providers did not openly list their pricing on their website, and thus the study was conducted on third party reviews on different websites such as Capterra (2017), Software Advice (2017) and Finances Online (2017). A guideline price of "Low", "Mid" or "High" was determined for each provider (Vesala, 2017).

Company X is usable for business sizes ranging from small to multinational corporations, but companies that benefit from its usage the most are the small to medium sized companies that do not yet have any form of event management software, or full CRM-system (Hallanoro, 2017). Therefore "Low" price range competitors were deemed the most dangerous for Company X as competition (Vesala, 2017), as Company X is

regarded as a “Low” price range service (Hallanoro, 2017). Vesala’s (2017) study revealed that price ranges were distributed evenly across the European market, and could not be used as a criteria for market entry. Therefore, the language localization was deemed the most important criteria. Table 1 shows the combined results of Vesala’s (2017) study in comparing event management software providers.

Service provider	Price	English	Finnish	Swedish	Norwegian	Danish	German	Dutch	French	Italian	Spanish
Attendify	Low	1	0	0	0	0	1	0	0	0	0
Azavista	High	1	1	1	1	1	1	1	1	1	1
Eventbrite	Low	1	1	1	1	1	1	1	1	1	1
Eventsquid	Low	1	0	0	0	0	0	0	0	0	0
Eventtia	Low	1	0	0	0	0	0	0	0	0	0
Fonteva Events	Mid	1	1	1	1	1	1	1	1	1	1
Gather	Low	1	0	0	0	0	0	0	0	0	0
Idloom-events	Mid	1	0	0	0	0	1	1	1	1	0
InitLive	Low	1	0	0	0	0	1	0	0	0	0
Picatic	Low	1	0	0	1	0	0	0	0	0	0
RegOnline	Mid	1	0	0	1	1	1	1	1	0	0
Rezware XP7	Mid	1	0	0	0	0	1	1	1	1	0
ThunderTix	Mid	1	0	0	0	0	1	1	1	0	0
TicketSource	High	1	1	1	1	1	1	1	1	1	1
Ungerboeck	Mid	1	0	0	0	0	1	1	1	0	0
Wild Apricot	Mid	1	0	0	0	0	1	1	1	0	0
Wrike	Mid	1	0	0	0	0	1	1	1	0	0
Total		17	4	4	6	5	13	11	11	6	4

Table 1: Event management software providers comparison (Vesala, 2017)

As already discussed, EMS localization to native language was the most important criteria to be compared in Vesala’s (2017) study, as it was deemed a vital element in reaching wide local audiences registering via the used event management system. Therefore, each system provider was researched individually to determine if the system had capability of hosting event registration and ticket sales in local language. Study focused on possible European market regions, and localized language options of the reviewed systems were chosen accordingly. (Vesala, 2017)

In Vesala’s (2017) study all the reviewed event management systems worked in English language, but showed variation in other languages included in the research. Most systems were not localized in Scandinavian languages, or in Italian or Spanish. Figure 3 shows the combined results of Vesala’s (2017) study in comparing event management systems localized native languages.

The conclusion of Vesala’s (2017) study was that Spain holds the most promising results in conducting further research as a target market for Company X. Company X has the built-in capability to localize the system in Spanish language. Spain was therefore chosen as a potential target market, and is now the main target for Company X Oy’s

international business expansion. Major languages other service providers use are English, German, Dutch, and French. As we can see from Figure 3, Finnish, Swedish and Spanish showed the most promising potential, as major service providers have apparently not utilized these languages in their EMS's. (Vesala, 2017)

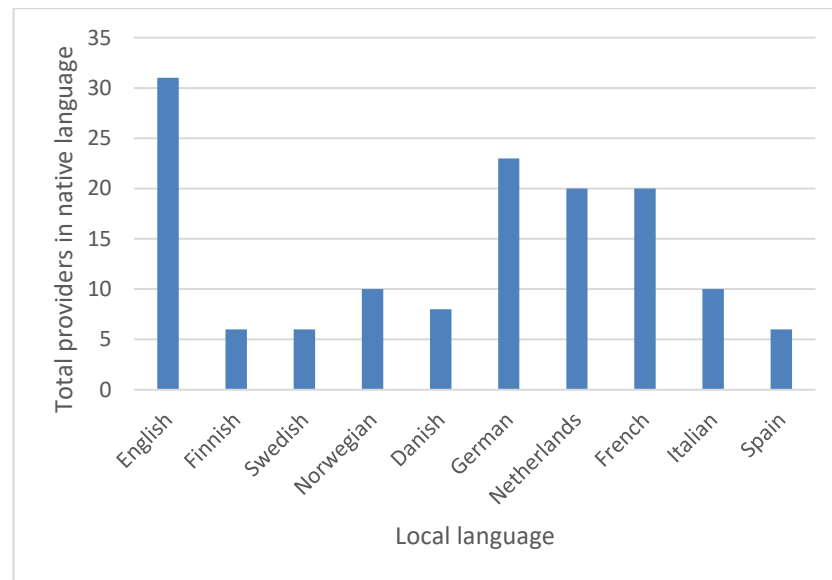


Figure 3: Event management software localization comparison (Vesala, 2017)

These background studies led Company X to consider internationalization potential and strategies. The global market potential for EMSs is growing and as Company X is already an established service in Finland, international market potential needed to be mapped out next. Company X had to conduct more market studies in Spain as a potential venture. If market potential for Company X is found, best market entry strategy for Company X needs to be found. Literature review was needed to research internationalization in general, and to map out potential market entry strategies.

3 LITERATURE REVIEW

As a new startup company, Company X is considered as one of the “Small and medium sized enterprises”, SMEs. (Petrakis, 2012). The literature review will therefore first define SMEs and their role in the Finnish economy. As the main goal of this study is to find an appropriate method for Company X’s internationalization venture in Spain, different traditional internationalization methods will be introduced. The literature review will highlight in this regard the Network Approach Theory (Johanson & Mattsson, 1994) and the Uppsala Model of Internationalization (Wiedershiem-Paul & Johanson, 1975). Different approaches for the actual internationalization venture will be introduced in the form of different modes of foreign market entry strategies. These form the basic modes to be considered in the conclusion chapter.

3.1 SMEs

Small and medium-sized enterprises are businesses that operate under certain levels that define larger business ventures (Petrakis, 2012). Main attributes considered for the classic approach for SMEs developed by Petrakis (2012) include the size of company’s staff, turnover and/or balance sheet. European Union (2015) provides guidelines for describing SMEs in “User guide to the SME Definition” as illustrated in Figure 4. Small and medium-sized companies are therefore defined as companies with less than 250 staff members, and an annual turnover of less than 50 million euros, or with a balance sheet total of less than 43 million euros. Definition of company size is important, as it defines the legal requirements and fees for operation, as well as eligibility for support under many EU business-support programmes (European Union, 2016).

Company category	Staff headcount	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

Figure 4: Definition of company sizes operating in European Union (European Union, 2016)

3.1.1 SMEs in Finland

Small to medium-sized enterprises have for a long time been the foundation of Finnish economy (Yrittäjät, 2016). SMEs constituted for 98,8 % of the Finnish enterprises in 2015 (Yrittäjät, 2016, 4) and this percentage is expected to rise to 99,8 % by the year 2020 (European Union, 2016, 1). Of all private-sector employees, over 65 % work for SME companies employing fewer than 250 people. SMEs in Finland generate an estimate of 50 % of the combined turnover of all Finnish businesses, and 16 % of the Finnish export revenue is generated from these SMEs (Yrittäjät, 2016, 4). Figure 5 illustrates the Finnish SMEs estimate for 2020 (Eurostat, 2016). The figure 5 shows, that the SMEs in Finland constitute for 99,8 % of all companies in Finland by the year 2020, and adds a value of 53.4 billion euros.

Class size	Number of enterprises			Number of persons employed			Value added		
	Finland		EU2 8	Finland		EU2 8	Finland		EU2 8
	Number	Share	Share	Number	Share	Share	Billion €	Share	Share
Micro	213 895	93.0 %	92.8 %	361 881	25.0 %	29.5 %	19.4	22.4 %	21.2 %
Small	13 165	5.7 %	6.0 %	313 595	21.6 %	20.2 %	17.4	20.0 %	18.0 %
Medium-sized	2 304	1.0 %	1.0 %	260 169	18.0 %	17.0 %	16.6	19.1 %	18.2 %
SMEs	229 364	99.8 %	99.8 %	935 645	64.6 %	66.8 %	53.4	61.5 %	57.4 %
Large	521	0.2 %	0.2 %	513 406	35.4 %	33.2 %	33.5	38.5 %	42.6 %
Total	229 885	100.0 %	100.0 %	1 449 051	100.0 %	100.0 %	86.9	100.0 %	100.0 %

Figure 5: SMEs in Finland by the year 2020 (Eurostat, 2016)

3.1.2 Internationalization of SMEs

Internationalization as a term is associated with both the internal and external functions of a company (Wiedersheim-Paul & Johansson, 1975). Internationalization is the process of integrating an international and intercultural dimension of the company to reach new business potential on an international level (Chetty & Stangl, 2010). SMEs in modern internationalization theory are considered a separate entity from larger multinational enterprises (Julien, 1997), but principals for business internationalization from traditional theories can still be applied for businesses regardless of business size (Chetty & Stangl, 2010). However, it has to always be taken into consideration, that businesses each internationalize on an individual level (Gankema et al., 2000). Therefore

collective theoretical framework should only be used as guidelines for internationalization, since especially SMEs are known for their idiosyncratic and multiple natures (Leonidou and al., 2002). Emphasis in most developed internationalization theories has been on gradual international development (Gankema et al., 2000).

Traditional theoretical frameworks used for SMEs internationalization processes are the Uppsala model (Vahlne & Johanson, 1977) and the Network approach theory (Johanson & Mattsson, 1994).

3.2 Uppsala model of internationalization

Uppsala model was developed by Johanson and Wiedersheim-Paul in the 1975 (Wiedersheim-Paul & Johanson, 1975) but was fully refined by Johanson and Vahlne in 1977 (Vahlne & Johanson, 1977). The Uppsala model of internationalization describes the internationalization process as a gradual transition and integration into foreign markets (Vahlne & Johanson, 1977). In Uppsala model company gradually goes through four stages of engagement to fully reach its internationalization goals. At the first stage, the company operates only on domestic level with no export activity. In the second stage the company starts directly exporting its product and/or services. At the third stage the company establishes sales agency or other forms of operations in the target international market. In the final stage the company sets up a wholly owned foreign subsidiary (Vahlne & Johanson, 1977). Transition through these stages is taken in gradual steps, where the company accumulates international market knowledge of its own internal processes and the target market (Overby & Soonhong, 2001). The company goes through phases that change its current stage of involvement by introducing new changes to the company's changes in dedication.

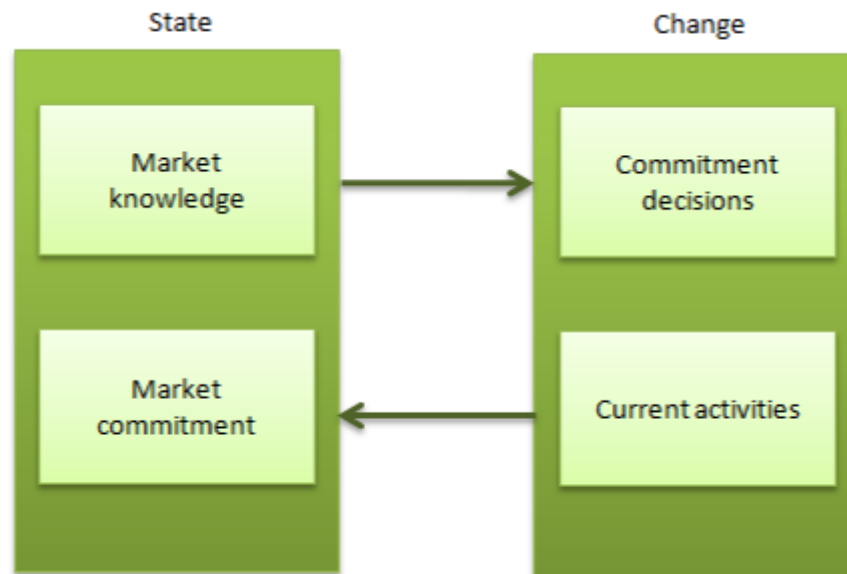


Figure 6: Process of internationalization according to the Uppsala model (Johanson & Vahne, 2009)

Uppsala models gradual transition of internationalization is illustrated in Figure 7. The company first operating in only domestic market starts to accumulate market knowledge of target international market. As it transitions to stage 2 and starts its export activities, it is making commitment decisions. These gradually push the company towards establishing agents in the target market, transforming the company's current activities. At the final stage, the company has made a fully committed decision to operate on the target market. At the final stage the company has established a wholly owned subsidiary or similar entry into the target market, concretizing the company's position in the international market. (Johanson & Vahne, 2009)

3.3 Network approach theory

Johanson and Mattsson developed the Network approach theory and published their findings in “The Markets-As-Networks Tradition in Sweden” in 1994. Johanson and Mattsson (1994) regard internationalization as a developing network of interlinked relationships. These relationships depend on the degree of involvement companies have on an international level. These networks are established, developed, maintained and dissolved as part of the companies processes to obtain competitive edge on international markets (Ruzzier et al. 2006). As the commitment to these relationships increase, the companies transitions towards a more international level in their networks and company processes (Johanson & Mattsson, 1994).

In Network approach theory, four different degrees of internationalization are identified by Johanson and Mattsson (1988): Early starter, Late starter, Lonely international and International among others. These are illustrated in Figure 7.

		Degree of Internationalization of the market	
		Low	High
Degree of internationalization of the firm	Low	The Early Starter	The Late Starter
	High	The Lonely International	The International among Others

Figure 7: The four stages of company internationalization (Hollensen, 2007)

Figure 7 illustrates the two dimensions Johanson & Mattsson (1988) defined to be the main attributes in determining company’s level of internationalization. “Degree of internationalization of the firm” determines how much networking the company has devoted to the internationalization process. “Degree of internationalization of the market” determines the internationalization level of the target market. The matrix determines on these levels the category of the company’s current internationalization stage (Johanson & Mattsson, 1988).

The Early starter is described as a company that operates as a new entity in an established market area. As an Early starter company enters the foreign market, it is seeking to balance internal resources and external demands of the foreign market (Johanson & Mattsson, 1988). The company tries to manage its own resources and capabilities to penetrate into the foreign market, while maintaining its position in the domestic market (Johanson & Mattsson, 1988). Early starters are therefore characterized as having low internationalization level in a low degree internationalized market (Johanson & Matsson, 1988)

The Late starter is described as a company that follows the internationalization of earlier adopters (Johanson & Mattsson, 1994). Holensen (2007) describes the initiation process to usually start when a domestic company is forced to start operating on international level due to demand from its customers or competing companies gaining edge on the domestic market. This indirect approach leads to a need for the company to start internationalizing (Johanson & Mattsson, 1988). Late starters many times have difficulties to gain competitive edge on international level, as earlier adopters have already established their position in the target market (Hollensen, 2007). Late starters might need more resources and higher levels of coordination to penetrate the market in these situations (Johanson & Mattsson, 1988). Late starters are therefore characterized as having low level of internationalization in a highly internationalized market (Johanson & Mattsson, 1988).

Lonely individual is described as a company that is aiming for high degree of internationalization early on in an previously unestablished market (Johanson & Mattsson, 1988). Competition at this stage in the target market is usually significantly lower, as other companies have not yet entered into the market (Johanson & Mattsson, 1988). Lonely individuals must however dedicate significant research and resources to establish foothold in the target market, as previously untapped markets usually demand these actions (Hollensen, 2007). Gains however might be worth it, as successful penetration will place the company in an early dominant position in the target market (Johanson & Mattsson, 1988). Lonely individuals are therefore characterized as having high level of internationalization in a low degree internationalized market (Johanson & Mattsson, 1988).

International among others is a stage of internationalization, where the company operates with high level of internationalization in highly internationalized market (Johanson & Mattsson, 1988). At this stage further resources devoted to

internationalization in this market tend to have diminishing results (Hollensen, 2007). At this stage companies tend to focus more on improving their internal processes and gaining further market shares by traditional means, with less focus on further networking devoted to internationalization (Johanson & Mattsson, 1988).

The above mentioned theories form a base for the most used modes of foreign market entry strategies. These modes are explained in more detail in the following chapter.

The Network approach is similar to Uppsala model in a sense, since both take into consideration the different stages the company has to go through to reach certain levels of international involvement through company's networks (Gabriel et al . 2011). As the company invests more resources into these networks, it transitions to the next stage. Penetrating the international market demands that the company no longer thinks on a domestic level, and starts to develop networks and resources devoted to the internationalization process (Kontinen & Ojala, 2012).

3.4 Modes of foreign market entry

Foreign market entry can be established in a variety of ways. As the company transitions into further stages of internationalization, it has to choose a mode in which to accomplish the company's internationalization venture (Hollenson, 2007). Different approaches to international involvement depend on the resources the company is willing to commit to internationalization endeavor (Sun, 1999). The level of commitment and available resources determine which modes of foreign market entries are suitable for each company (Hollenson 2007). Traditional foreign entry models according to Hollenson (2008) are Foreign direct investment, Joint venture, Export, Franchise, Licensing and Outsourcing. These are illustrated in Figure 8.



Figure 8: Modes of foreign market entry (Hollenson, 2008)

3.4.1 Foreign direct investment

Foreign direct investment (FDI) is an investment based in a country outside company's domestic market. In FDI approach the parent company acquires controlling ownership in a company operating in the target international market. This mode of foreign market entry involves heavy allocation of resources to the internationalization venture, and direct involvement in the target market, especially in the case of SME's (Hollenson, 2008). As such, it is one of the most dedicated and usually regarded as one of the best foreign market entry strategies (Ulrich et al. 2012).

3.4.2 Joint venture

In Joint venture approach the parent company enters the new market in collaboration with another company, typically one that is already operating in the target market (Hollenson, 2008). OECD (2002, 23) describes Joint venture as "A joint venture is an association of firms or individuals formed to undertake a specific business project (such as producing a specific product or doing research in a specific area)." A joint venture requires much less dedication and resources than Foreign Direct Investment approach, as the company usually takes less financial risks (Hollenson, 2008). In this method, a local company usually has knowledge of target markets aspects and local operating culture, making entry less demanding for the parent company (Hollenson, 2008). However, as the parent company has to relinquish operations and knowledge of its

products and/or services to the partner company, it no longer has full control of its own internationalization venture (FMEM, 2010).

3.4.3 Export

Export is the most less involved mode of internationalization. In export, the domestic company exports its goods or services to the target market, with no direct involvement in other countries. It therefore demands the least amount of target market knowledge and dedication to the internationalization effort. However, in some cases it might still be the most beneficial way for a company to approach internationalization. In many cases the company might not have the resources or the knowledge to conduct larger scale internationalization. Also, entry to some target countries might have heavy bureaucracy or cultural issues in the target market that the company does not want to get involved with. (Hollenson, 2008).

3.4.4 Franchise

Franchising is a market entry mode where the parent company makes a contractual agreement for another company to operate in the target market with the parent company's products, services, business model and brand (Hollenson, 2008). The franchisee usually agrees to provide share of profits and royalties to the parent company from the franchisee's operations in the target market. The franchisee gains the advantages of parent company's brand name and established business model, and usually also the purchasing network used by the parent company. This mode of market entry is very safe to the parent company in comparison to the other modes of more direct involvement in the target market, as the franchisee takes most of the financial risks. However, the franchisee might in some cases distort the brand of the company, and the parent company has to be aware of how the franchisee is operating in the foreign market to avoid such cases. (Hollenson, 2008).

3.4.5 Licensing

Similar to franchising, the Licensing approach is one of the less involved modes of market entry. In Licensing, the parent company gives contractual rights for the partner

company to manufacture a product or provide service that the parent company owns intellectual rights to. The partner company acquires license to provide these products and/or services to the partner company's clients and in turn provides royalties or an agreed upon sum to parent company. This mode of market entry requires very little dedication and involvement for the parent company, but also provides no solid market entry for the parent company itself in the target market. (Hollenson, 2008).

3.4.6 Outsourcing

Outsourcing is a mode of foreign market entry, where the parent company contracts some of its business processes to partner companies. This is usually done through a network of outside suppliers. In this mode the parent company relinquishes some of its processes to be carried out by the outside suppliers, focusing parent company's resources and knowledge to other key processes. As a market entry strategy this can provide the parent company with a competitive edge on target markets that the company could not otherwise reach due to trying to provide all the processes internally. In level of involvement, this mode of foreign market entry varies highly on how much outsourcing provides resources for the parent company's actual internationalization efforts. (Hollenson, 2008).

4 RESEARCH METHODS

The goal of this research was to build an understanding on the Spanish EMS market and to evaluate the best market entry strategy based on the results.

Specifically, the thesis aimed at answering the following research questions:

1. What is the nature of current EMS market in Spain?
2. Is there a market potential for internationalization of Company X in Spain?
3. What is the ideal market entry mode for the potential internationalization?

In order to provide answer to these questions, market research in Spain was chosen as the method to build understanding of the potential target market (Saunders et al. 2015). Field surveys of the research were outsourced to a market research company GetListed Oy (GetListed, 2017), who have previous experience in the chosen target market. The market evaluation was conducted by Company X Oy operatives working on the field in Spain with GetListed Oy. The operatives were divided evenly between the cities of Barcelona and Madrid. Their objective was to conduct company interviews and customer survey's on field in both cities, as well as conduct the same survey online to target segments in the target cities.

The project started with a preliminary market analysis, followed by fieldwork, and finally reporting findings. The fieldwork was conducted by GetListed and students (4) who work as subcontractors supervised by Company X operatives, including the author. The data gathering was done according to Company X Oy's market research plan and survey questionnaire in Barcelona and Madrid. The project was completed by using mixed research methods (Saunders et al. 2015). Qualitative research approach (Saunders et al. 2015) was used to build robust understanding on event registration in Spain. The first step was to use open interviews and online research to define the scope of the research. Based on the findings, a survey and structured interviews were constructed. The final sample consisted of 6 open interviews, 35 semi-structured interviews, and 97 survey answers. The survey was focused on the customer side while the semi-structured interviews are conducted with company representatives. The data collection was supervised by Company X Oy operatives in Spain. Results were analyzed by Company

X Oy operatives in Spain, and later in more detail back in Finland. These results finally led to Company X choosing the best market entry strategy in Spain.

4.1 Preliminary market research

A preliminary market research was conducted by native Spanish students operating in Spain. Four (4) students were assigned to the project, with the goal of spending 10 hours by each student to reach a qualitative understanding on event registrations in Spain. Students used open interviews and online research to define the scope of the research. Total hours spent on preliminary market research was in total 40 hours.

Students conducting the field work each interviewed 1-2 person who have organized events for their organization. Total amount of people interviewed was 6 persons. Each student also interviewed 1-2 persons who have attended events that require RSVP, with total amount of 6 persons. Final goal of the preliminary market research was determining competing EMS providers operating in Spain, and their local pricing plans for Spanish clients

Interviews during the preliminary market research regarded the nature of events in the target market, with special focus on whether registration for the event was required. If registration was required, the systems used for registration and payments were focused on. Full questionnaire is attached in Appendix A.

4.2 Company interviews

Company interviews were conducted by the same Spanish students conducting the preliminary market research, with the goal of spending 30 hours by each student. Total hours spent on company interviews was 120 hours. Based on the findings, a survey and structured interviews were constructed. Full questionnaire is attached in Appendix B.

Each student interviewed 4-5 companies that fit to the market segment, with the total amount of 21 companies. Interview questions and forms were provided by Company X Oy to the fieldwork students, based on preliminary market research.

4.3 Customer survey

Customer surveys were conducted by the same Spanish students conducting the preliminary market research, with a goal of gathering 100 hundred answers (97 answers were gathered in total). Customer survey forms the most important part of this market research, and was the main tool used for evaluating the current competition in EMS systems in Spain, as well as the best market entry strategy for Company X Oy.

Survey form was provided to the fieldwork students by Company X operatives in Spanish language. Customer survey was conducted online to targeted market segment. The customer market segment was defined in the previous processes, with the aim of gathering 20 answers to a customer survey by each student, with the total amount of 97 answers.

The survey form aimed to find out if the answerer had participated in any events in the past 6 months, what was the nature of this event, and how registration and payment processes were handled in this event. Demographic factors such as age, gender, occupancy and native city were also mapped out. Full survey form is found in Appendix C.

4.4 Reporting

Raw data was gathered by the Spanish students participating in the processes outlined in previous chapters. Students provided the raw data for the Company X personnel operating in Spain. Preliminary report on best market entry strategy was developed in Spain by Company X operatives. The final report was later formed back in Finland by Company X operatives in more detail in the form of this thesis.

Students provided the raw data from previously mentioned processes to the Company X operatives in Spain. Company X operatives formed the preliminary report on best market entry strategy for Spain. Results were refined in more detail back in Finland by Company X operatives. After the final review and analysis, final report was formed.

4.5 Validity

For this kind of market research, mixed research methods (Saunders et al. 2015) mixed with qualitative research approach (Saunders et al. 2015) is considered a very valid procedure. The interview processes for companies and event attendees during the preliminary market research phase would have benefited from a larger amount of interviewees, but is still considered valid for the purposes of of this study (Saunders et al. 2015). Both of the interview processes gathered a very varying population of answerers, this was also the aim. This makes the answers very valid for the targeted outcome (Saunders et al. 2015). As the interviews were semi-constructed with open end answers, the answers are not entirely statistically comparable as such, which affects their validity in a negative way (Saunders et al. 2015). The customer interview could have benefited from a larger population of answers, but is still considered valid as such for the purposes of this study (Saunders et al. 2015). The questionnaire was well formed, and answers statistically validly comparable between each other (Saunders et al. 2015).

4.6 Reliability

As reliability is usually measured with consistency of the answers (Saunders et al. 2015), the open ended answers provided by the interviews are not considered very reliable. The customer survey provides more consistent and reliable answers, which are also statistically comparable (Saunders et al. 2015).

4.7 Generalizability

For fully comparable results, the interview and customer survey processes outlined in this chapter can easily be reproduced in similar metropolitan areas such as Barcelona and Madrid. This however requires that the democratic factors within the targeted market area are similar to the cities used in this study (Saunders et al. 2015). The interview and customer survey processes can also be reproduced in other democratic areas, but the review process has to take into consideration that the results are not fully comparable to those gathered in democratic areas such as Barcelona and Madrid (Saunders et al. 2015).

5 RESULTS

The data gathering processes were designed, organized and monitored from beginning to the end by Company X operatives. Results from the interviews and surveys were submitted from the Spanish fieldworkers to the Company X supervisors operating in Spain. The raw data was analyzed onsite by Company X Oy operatives, and full report was later created in Finland in the form of this thesis created by the same operative that organized the market research.

5.1 Preliminary market research

5.1.1 Interviews

For the preliminary stage 5 people aged between 20 and 29 from both Barcelona and Madrid were interviewed. The interviewees were all event organizers for SME companies, and frequent attendees to various events. Interviewee profiles are described in Table 2. Listed are the interviewees name (with imaginary surname), description (age, education, occupation), type of events organized, frequency of these events, and what was the last event they organized.

Interviewee profiles

NAME	DESCRIPTION	TYPE	FREQUENCY	LAST EVENT
Saúl Braco	Male, 22, Barcelona. Engineer graduate, bar tender	Leisure	Once a week	International party cruise, last month
Maria Cayuela	Female, 20, Barcelona. International Business and Marketing graduate, public relations manager	Leisure	Twice a month	A beneficiary event for the Sant Joan de Deu Hospital
Miguel Herraes	Male, 21 years, Madrid. International Business Economics graduate, accountant	Leisure	Once a month	Festival in Madrid

Iván Salas	Male, 29, Madrid. Hotel worker	Leisure	Twice a month	Hotel's grand opening event
Lorea Goñi	Female, 21, Madrid. Social sciences graduate, human resources manager	Company internal events	One in 4-6 months	An event for Redbull

Table 2: Interviewee profiles for the preliminary market research

Interview questions and answers

a. Do majority of events you organize and/or attend to require registration?

Saul: Sí, online en la propia plataforma si son cursos, si es más de ocio en RRSS

Maria: Sí son por internet sí

Miguel: Suelo tener que confirmar que asisto, reserva de la plaza

Ivan: Registro previo siempre online, confirmación

Lorea:: Si que necesitas algún tipo de registro, por lo general suele ser físico

SUMMARY

Registration for events is usually required if it is done online. In most cases the attendance is in form of registration, and in some cases in a form of reservation. If the registration is not done online, reservation of places is usually the norm.

ANALYSIS

Mostly EMS are not used in events the interviewees participated. Online forms are in some cases used, but they are as part of the company website and not provided by any EMS operator. This suggests a fresh market potential for Company X service.

b. How is registration fee typically paid for these events?

Saul: A traves de Paypal, cursos Reserva previa y se paga en persona

Maria: Por internet o en taquilla

Miguel: Normalmente me envían un correo con un número de cuenta bancaria donde hay que realizar el pago

Ivan: Taquilla o online, visa

Lorea: Si es físico en efectivo. Si es online y requiere pago.

SUMMARY

If credit card is allowed through PayPal or similar direct payment systems during the registration process, it is usually paid with credit card on the event registration website. In other cases email is sent to the participants with wire transfer instructions. If the event registration is done offline, traditional ticket offices are usually used.

ANALYSIS

Company X features built in direct payment systems, which can also be linked with PayPal and major credit card operators worldwide (Hallanoro, 2017). This could be a major benefit for the companies currently operating only by PayPal or wire transfer methods, as well as those that currently do not use any direct payment systems.

c. How do people register for these events?

Saul: No me he fijado

Maria: Groupon, grupalia

Miguel: Eventos a los que yo asisto frecuentemente no es necesario, pero si que conozco estas páginas. Suele ser en eventos muy grandes donde la gente no se conoce entre sí, tanto de ocio como de trabajo

Ivan: Página del evento

Lorea: O bien físico o en la propia página del evento, que en ocasiones te redirige a otras páginas como Ticketea o Notikumi..Eventbrite sobre todo, es el que hemos utilizado hasta ahora

SUMMARY

In most cases simple webpage is used with basic online forms. EMS systems such as Ticketea, Eventbrite, Notikumi, Groupon or Groupalia are known, but not widely used. Registration process is also often linked to these websites Mostly attendees don't pay much attention to the EMS used during the registration process.

ANALYSIS

As EMS systems are not widely used, registrations are usually done in different forms directly on company websites. This is far from the benefits of Company X EMS system forms and reporting functions that come with it (Hallanoro, 2017). The used system does

not necessarily provide major impact on how the end customer views the registration process, but has major benefits for the organizer managing the participants via EMS.

d. What are the key functions you require from an EMS system in these kind of events?

Maria: Me gusta que me mantengan informado vía mail de los avances diarios

Miguel: Siempre que tengo opción de que me manden publicidad pongo no. Me parece bien que me informen, pero cada dos semanas y solo de eventos que tengan relación

Ivan: Me gusta que me llegue un correo electrónico, me gusta que la información sea clara y que este explícitamente explicado la hora, el día, la agenda, el precio y en especial el dress code. Y sobre todo cuanto tiempo tengo para confirmar si voy o si no. Creo que siempre que sea oportuno tiene que existir la opción de confirmación.

Me gusta que me envíen información, me gusta que me envíen promociones si estoy inscrita. Me gusta que sea SMS también, me gusta que me digan el dress code. La opción a cancelar obviamente, reembolso. Acceso a la información del evento, los puntos importantes y más avisos

SUMMARY

Event attendees like to receive information about the events through EMS systems, but only when they have allowed the EMS to do so. Specific details such as time, place and dress code should be clearly listed during the registration process. This information should also be provided to the attendees by email or SMS. Cancelling and modifying the registration should also be made easy for the attendees by EMS used.

ANALYSIS

Company X has all the functions end customers mention as the key requirements for an EMS system. Detailed info about the event and tools for communication are all built in the system, as well as cancelling and modifying the attendee info by the participants (Hallanoro, 2017). This suggest very promising market potential for Company X in Spain, as end users are looking for functions that Company X service already provides for their customers in Finland.

5.1.2 Competitors

Preliminary market research was done mainly by keyword searches on search engine Google (Google, 2018). Native local EMS operators include Entradium (Entradium, 2018), Notikumi (Notikumi, 2018), Ticketbell (Ticketbell, 2018) and Ticketea (Ticketea, 2018). Other international brands operating in Spain are Bileto (Bileto, 2018) and Eventbrite (Eventbrite, 2018). The local pricing plans were received from each company either directly on their websites, or in case of Notikumi and Entradium, by asking for the pricing from their sales team. Main products, origin country, and pricing are shown in Table 3. These are analyzed in more detail with customer survey results in the Conclusions section.

Competitor	Main product	Origin	Pricing
Bileto	Ticket sales	Denmark	0,65€ + 3,5%
Entradium	Ticket sales	Spain	1,21 %
Eventbrite	Event management, ticket sales	USA	2€ + 2,5%
Notikumi	Ticket sales	Spain	8 %
Ticketbell	Ticket sales	Spain	8 %
Ticketea	Ticket sales	Spain	10 %

Table 3: Competing EMS operators in Spain, preliminary results

5.2 Results of the company interviews

For the actual market analysis, total of 35 employees working for various companies were interviewed. The data collection and interview formed were designed by Company X operatives, who also supervised the student field operatives during the interview process. Company profiles of the company interviews are described in Table 4. Listed are the company's name, their city of operation, market segment, and company size. In this table, Small company has < 2 million in revenue, Medium has < 10 million in revenue, Large has > 10 million in revenue.

Company profiles

Company name	Location	Segment	Size
GT Motive, a Mitchell partner company	Madrid	Technology	Medium
Makers of Barcelona	Barcelona	Co-working	Small
Everis	Madrid	n/a	Medium
Tecnatom	Madrid	Nuclear, fossil and renewable energy	Large
BlueMulata	Madrid	Event Organizing	Large
Carrefour	Madrid	Supermarkets	Large
ESN UPC	Barcelona	Association for university students international mobility program	Medium
Esplai Movi Sarria	Barcelona	Leisure and education	Medium
GoodBites	Madrid		Small
Barcelona Food Makers	Barcelona	Gastronomic Events	Small
American Company	Madrid	IT	Medium
PAP CONGRESOS	Madrid	PCO	Medium
Madrid's Town Hall	Madrid	n/a	Large
EuroForum	Madrid	n/a	Large
Reinventa	Madrid	n/a	Large
TEA ediciones	Madrid	Psychology	Medium
TEAMLABS SL	Barcelona & Madrid	Education	Medium
Charming Music	Barcelona	Organizing music events	Small
IB&BV y Grup Activa	Barcelona	Training and events companies	Small
Colegio Mayor Elías Ahuja	Madrid	Education	Medium
Cervera	Madrid	n/a	Medium
Houden Iberoamerica.	Madrid	Insurance	Large
English Connection	Madrid	Education	Medium
Recinto Ferial	Madrid		Large
Asociación de Jueces y Magistrados Francisco Vitoria	Madrid	Justice and Policy	Large
Autoescuela Chaparral	Madrid	Driving school	Medium
Abile Events	Barcelona	Events	Small

Club Las Encinas Boadilla	Madrid	Events	Small
ALWA Emprendizaje Social	Barcelona	Education	Small
Universitat Ramon LLul	Barcelona	Higher education	Large
Banco Santander	Madrid	Bank	Large
Rock Alive	Madrid	Concerts	Small
Mapfre	Madrid	Insurance	Large
La satànica de Sant andreu	Barcelona	Popular culture	Small

Table 4: Company profiles of the company interviews

Complete answers for the company interviews can be seen in Appendix D. Below are summaries of the most frequently mentioned key elements raised for each questions of the company interviews.

a. Can you tell me about the last time you organized an event? Walk me through from the start to the end

SUMMARY AND ANALYSIS

Especially the companies that fit the Large category held very large events (over 200 people attending). Small and medium companies tend to have smaller scale events, but these are usually more frequent than in larger companies. In Finland Company X is mainly used by SME's as they use it for small, but frequent events (Hallanoro, 2017). According to the interview data, this seems to be the trend in Spain also. This suggests that Company X possibly could follow a same type of marketing strategy in Spain as in Finland, targeted to the SME's at first, and moving into larger corporations after that.

b. What is the most important thing to take in account when organizing an event?

SUMMARY AND ANALYSIS

Most frequent answer was that everything has to work effortlessly for the attendees. From registration and payment to the venue itself and the activities organized, everything has to aim to please the attendees. Publicity and return of investment were also among the top ranking topics for the answerers. As Company X aims for minimizing the event management workload but at the same time make the registration and payment processes effortless for the participants (Hallanoro, 2017), these answers suggest that Company X has a possible market potential in Spain.

c. What are the typical challenges you have come across when organizing events?

SUMMARY AND ANALYSIS

Timing, technological issues, funding and managing human resources were among the top answers. Marketing the event and reporting to different authorities were also seen as major challenges. Company X integrates with marketing platforms such as HubSpot (HubSpot 2018, Hallanoro, 2017), marketing is made easier with Company X EMS. Reports can easily be shared in real time for different authorities, and Company X aims to minimize technological issues by providing state of the art technical service (Hallanoro, 2017).

d. How do you typically overcome those challenges?

SUMMARY AND ANALYSIS

Planning, preparation and timing were considered the most important factors in overcoming previously mentioned challenges. Constant feedback from the staff as well as the event attendees were considered one of the key elements in avoiding problems. As feedback can easily be gathered with Company X EMS, the service could help with these problems.

e. How did you handle the event registration?

SUMMARY AND ANALYSIS

Most companies used online forms on their websites and emails. Only few used EMS providers, Eventbrite and Ticketea being the most prominent ones. This suggests a very promising market potential for new service provider to enter the field in the form of Company X.

f. How do you manage the attendees/participants?

SUMMARY AND ANALYSIS

Most companies has some kind of internal, manual management system for the attendees. This was mostly done in manual forms such as Microsoft Excel. Those companies that used EMS systems, used management applications provided by them. As Company X mostly targets SME's with internal and manual management systems

(Vesala, 2017), this suggests a potential for Company X to provide same kind of service segment in Spain.

g. How did you collect registration fees and other payments?

SUMMARY AND ANALYSIS

PayPal, credit cards and other forms of online payments were the most used ones. Some used bank transfers, and few companies billed the participants later. EMS users used the applications provided by the service provider. As Company X provides direct payment with registration in forms of credit cards, bank transfers and PayPal-integration (Hallanoro, 2017), the service could be used for many companies not currently utilizing EMS systems.

h. How did you handle communication with the participant outside the event?

SUMMARY AND ANALYSIS

Email and phone were almost uniformly used in all companies. EMS users used platforms provided by the service the company used. As Company X provides direct email and SMS functions to communicate with the participants (Hallanoro, 2017), the service could be of great value to these kind of event organizing companies.

i. How did you collect feedback from customers?

SUMMARY AND ANALYSIS

Feedback forms filled online or manually at the venue were the most used ones. Some companies sent email after the event asking for feedback. In smaller events the feedback could also be collected in form of face-to-face interviews. Few companies did not collect feedback at all. Company X provides easy feedback forms to be created and send directly to the participants after the event, with robust reporting functions (Hallanoro, 2017). This could be of benefit to companies not currently gathering any feedback, and to those companies doing it manually.

j. What information technology you use to manage the events?

SUMMARY AND ANALYSIS

Some used EMS providers, but most companies either had only their own website and email, or not even that. Many companies operated very analogically with minimum

technological input involved in their event management. This suggests a very promising market potential for new service provider to enter the field in the form of Company X.

k. How often do you organize events?

SUMMARY AND ANALYSIS

Most companies had 1-25 events per year. If organized events were close to the core functions of the company, they had 50-150 events per year. One company had over 300 events a year. In Finland Company X service is billed annually depending on how many events the organizing company manages with the service in a year (Hallanoro, 2017). These figures can be used in the future to plan the billing plans for Spanish markets.

l. How frequently do organize events?

SUMMARY AND ANALYSIS

Most companies had 1-2 event a month. Few had over 10 events per month. In Finland Company X service is billed annually depending in part on how many events the organizing company manages with the service in a year (Hallanoro, 2017). These figures can be used in the future to plan the billing plans for Spanish markets.

m. What kind of events you organize?

SUMMARY AND ANALYSIS

Internal trainings, conferences and fairs were the most prominent of the answers. Internal corporate events, meetups, educational courses, and parties were also listed as frequent events in most companies. These answers are in line with customer survey statistics found in chapter 5.3 Customer survey.

n. How big events you typically organize?

SUMMARY AND ANALYSIS

Typical size of the events were under 100 persons. Few companies organized frequent events for 100-500 attendees, and few companies held very large events with over 1000 participants. In Finland Company X service is billed annually depending in part on how many people attend the events managed through Company X in a year (Hallanoro, 2017). These figures can be used in the future to plan the billing plans for Spanish markets

o. Have you been looking for any kind of event management tools?

SUMMARY AND ANALYSIS

Most companies admitted that they have not looked into the EMS market, and was not aware of its potential benefits for their company. Few had looked into major companies such as Eventbrite and Ticketea. As many companies might not have even heard of EMS benefits, this suggests a clear market potential for Company X.

p. What kind of systems you have been offered by local vendors?

SUMMARY AND ANALYSIS

Almost all of the companies interviewed answered that they have not been approached by any EMS system providers. Only 2 companies were approached by Eventbrite. Again, as many companies might not have even heard of EMS benefits, this also suggests a clear market potential for Company X.

q. Would you be interested in a full service rather than just a tool?

SUMMARY AND ANALYSIS

Most companies answered that they would not like to have a full service. 30 % of the companies answered that they would like a full service platform instead of just a tool, and the rest of the companies were undecided. Company X provides both versions for this: simple tool, as well as full service packages (Hallanoro, 2017). It needs to be further researched which method, or both, would be viable in Spanish market.

r. Would they wish to be contacted in the future about the product?

SUMMARY AND ANALYSIS

The answers were split evenly between companies wanting to be contacted in the future, and those that wish not to be contacted. If internationalization venture to Spain is made, Company X will contact those companies that expressed their interest in being contacted.

5.3 Customer survey

For the customer survey, 96 individual consumers from Barcelona and Madrid were surveyed. The survey was conducted online, and highlighted in local universities and shopping malls with the aim of gathering customer information from various consumer segments. Results of the customer survey are shown in the following pages in forms of graphs and tables, which are described in written form.

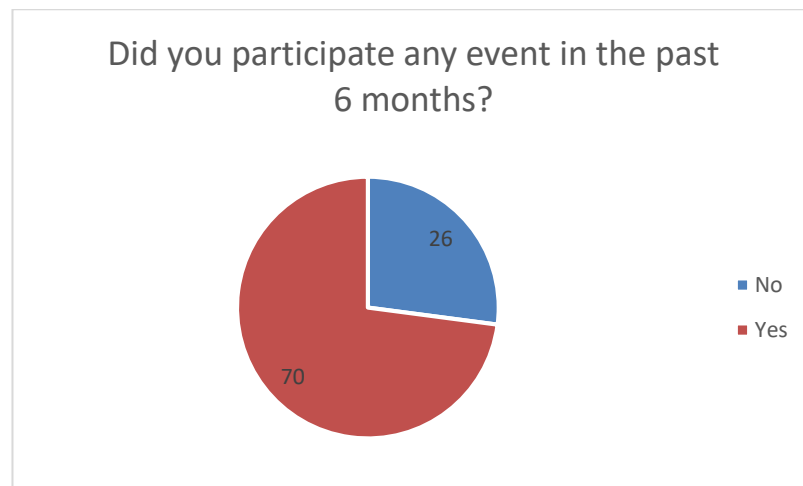


Figure 9: Customer survey answers regarding event participation

Total of 96 customers answered the survey, as shown in Figure 9. 26 customers answered that they have not participated in any events in the past 6 months. 70 customers answered that they have participated, and those survey participants continued to the following questions of the survey.

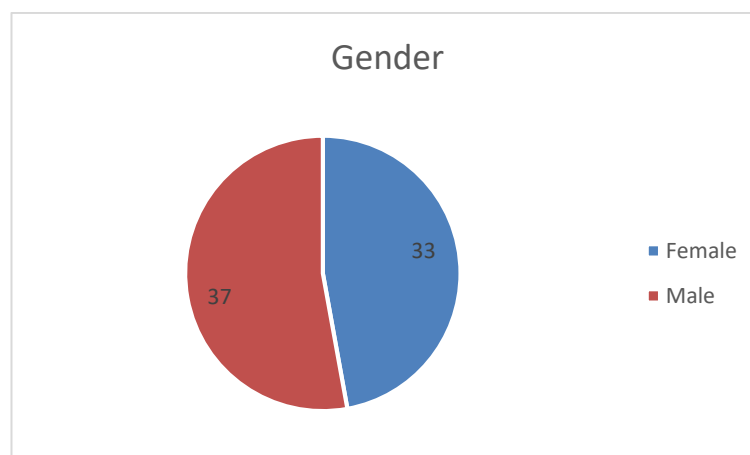


Figure 10: Gender variation of the customer survey

As shown in Figure 10, of the remaining 70 customers 37 were male and 33 female, indicating an almost even answering percentage gender wise. This suggests that gender specific marketing for the events in Spain is not needed for generally unisex events (Moss, 2016). This leads to conclusion that Company X EMS system does not need to be adapted locally to be more gender specific.

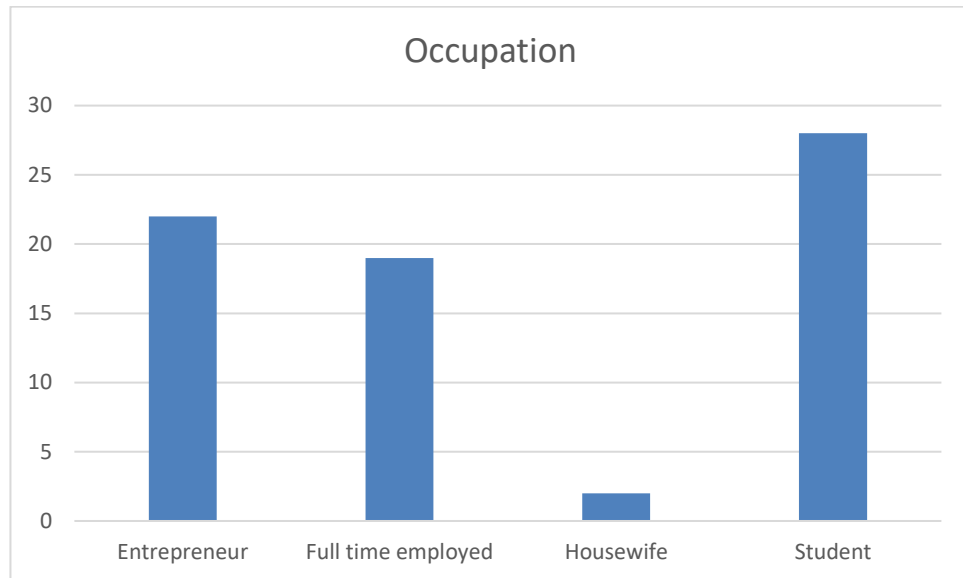


Figure 11: Occupation variation of the customer survey

Occupation	Count
Entrepreneur	22
Full time employed	19
Housewife	2
Student	28

Table 5: Occupation variation of the customer survey

Figure 11 and Table 5 show the occupation variation within the 70 customer survey answerers. 28 were students, 22 entrepreneurs, 19 full time employed and 2 housewives. As occupation affects consumer behaviour (Mothersbaugh, 2015), this needs to be taken into account when consulting Company X Oy's possible future business partners in Spain. Startup entrepreneurs, housewives and students have less income to spend on events, than full time employed consumers (Mothersbaugh, 2015).

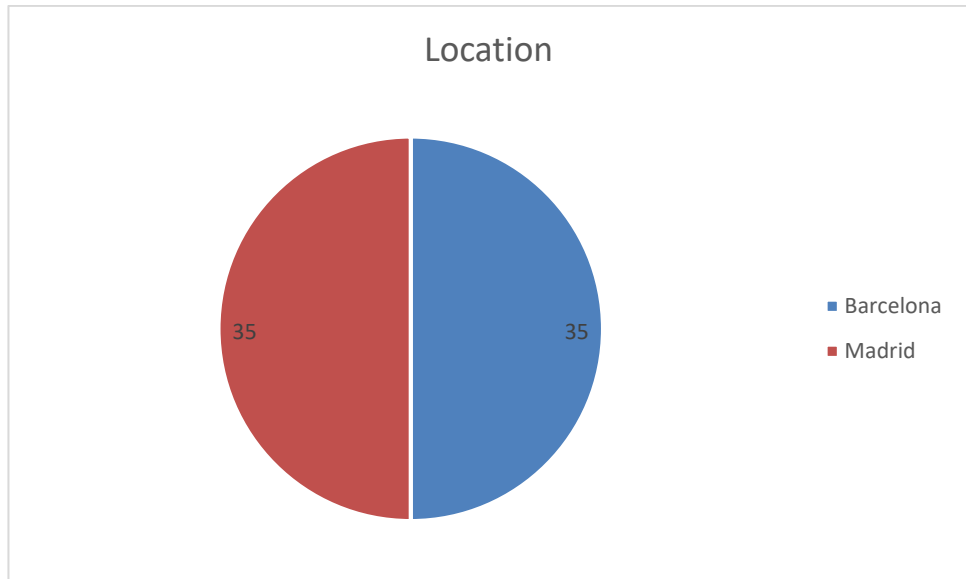


Figure 12: Locational variance of the customer survey

Figure 12 shows the locational variance of the customer survey answer. Survey answers were evenly distributed between Barcelona and Madrid, with 35 answerers each. This is an expected and desired result, as the aim of this study was conduct the market research equally between targeted market areas.

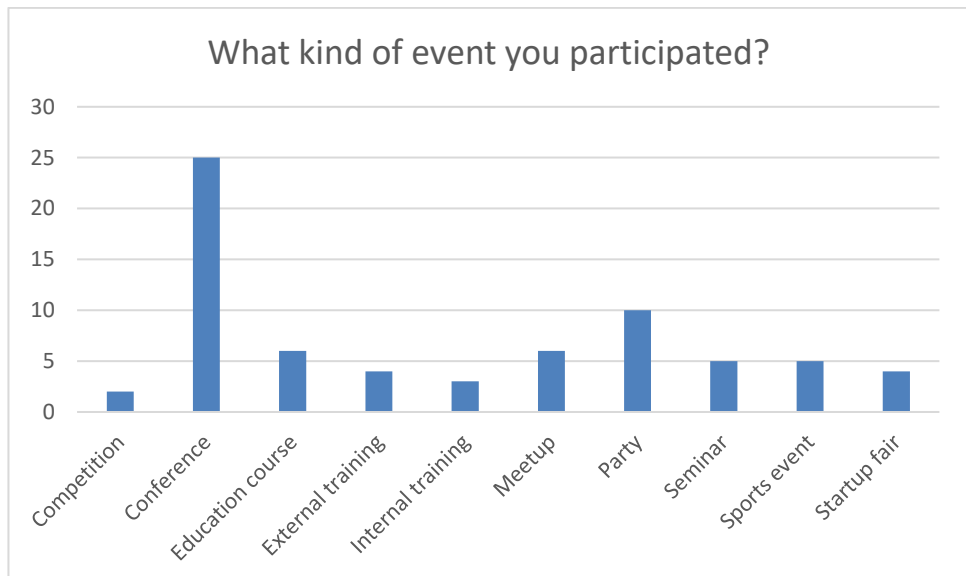


Figure 13: Event types of the customer survey

Figure 13 and Table 6 show the type of events the survey answerers last participated in. Of the 70 answers, 25 last attended a conference type event. 10 went to a party, 6 to and educational course and 6 to a meetup. Competition, external training, internal training, seminar, sport event and start up each had under 6 survey answers each. These statistics were further analyzed by combining the event types with registration method used. This analysis is found in the Conclusions chapter.

What kind of event you participated?	Count
Competition	2
Conference	25
Education course	6
External training	4
Internal training	3
Meetup	6
Party	10
Seminar	5
Sports event	5
Startup fair	4

Table 6: Event types of the customer survey

Figure 14 show the customer survey answers regarding whether the event they participated required registration or not. Of the 70 answers 17 answered no, and 53 yes. Those 53 positive answers continued the survey further.

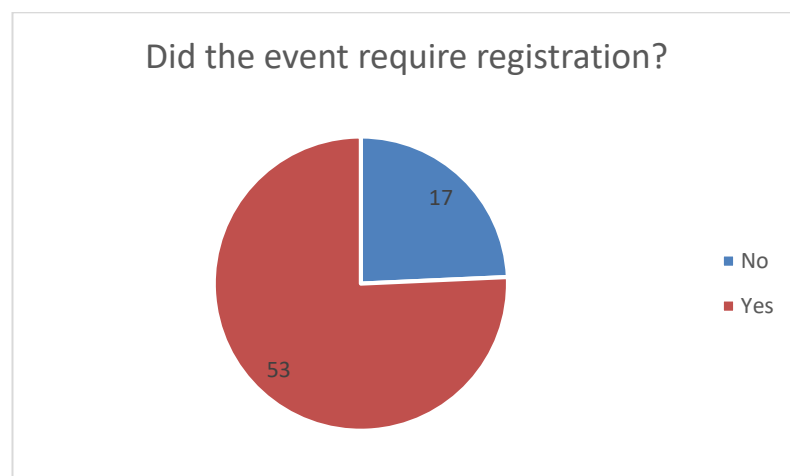


Figure 14: Registration in the events of the customer survey



Figure 15: Registration type for events of the customer survey

How did you register to the event?	Count
Email	9
Eventbrite	19
Facebook	1
In person	3
Internal Website	15
Phone	1
Ticketea	4
TicketMaster	1

Table 7: Registration type for events of the customer survey

Figure 15 and Table 7 show how the remaining 53 answerers registered for the last event they participated in. 19 used Eventbrite, 15 the company's internal website and 9 registered by email. 4 registered via Ticketea, 3 in person, 1 used TicketMaster and 1 registered via Facebook. These statistics were further analyzed by combining the event types with registration method used. This analysis is found in the Conclusions chapter.

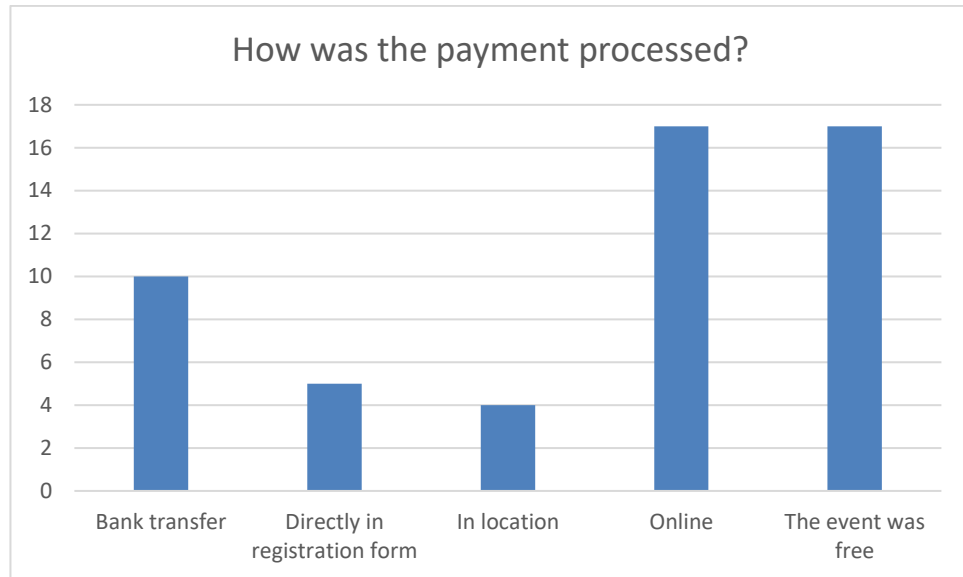


Figure 16: Payment methods for the events of the customer survey

How was the payment processed?	Count
Bank transfer	10
Directly in registration form	5
In location	4
Online	17
The event was free	17

Table 8: Payment methods for the events of the customer survey

Figure 16 and Table 8 show the payment methods for the last event the customers survey answerers participated in. 17 attended a free event, and 17 paid online either by PayPal or similar credit card service. 10 paid by bank transfer, 5 directly with the registration form, and 4 paid in the event location by cash or credit card. As direct payments with registration were only done in minor amounts, Company X has a clear market potential in this service sector. Company X can provide easier cashflow management for the event organizers using the service, as Company X EMS enables payments directly after registration with bank transfers and credit cards.

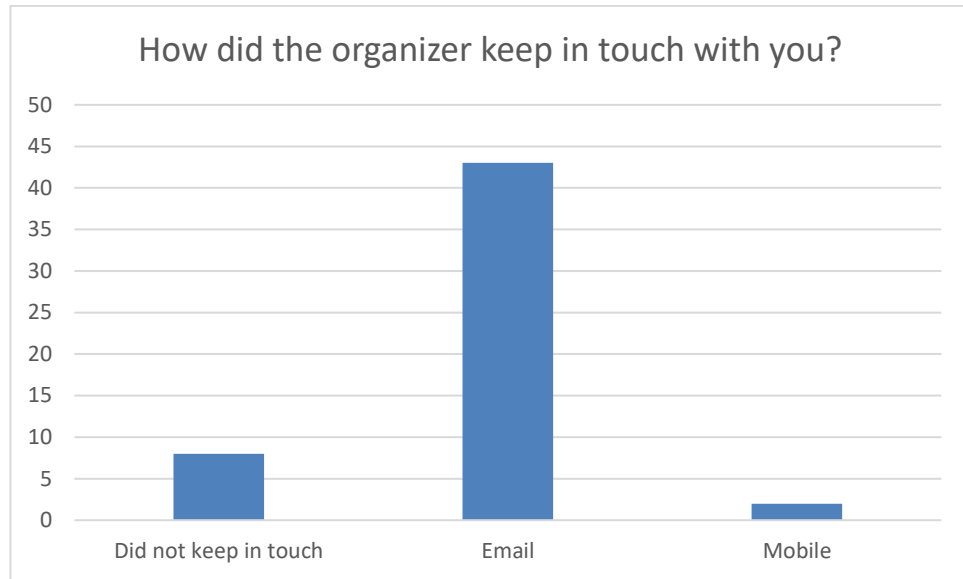


Figure 17: Follow up method for the events of the customer survey

How did the organizer keep in touch with you?	Count
Did not keep in touch	8
Email	43
Mobile	2

Table 9: Follow up method for the events of the customer survey

Figure 17 and Table 9 show if and how the event organizer kept in touch with the participants after the event. 43 answerers reported that the organizer followed up via email and 2 by mobile. 8 event organizers did not follow up at all. This suggests promising market potential for Company X EMS in Spain, as the service provides automated feedback creation and sending functions built in the system. Emails and SMS's can also be sent directly from the system to the event participants before, during, or after the event.

6 CONCLUSIONS

This thesis had the objective to answer the following research questions:

1. What is the nature of current EMS market in Spain?
2. Is there a market potential for internationalization of Company X in Spain?
3. What is the ideal market entry mode for the potential internationalization?

Conclusions were conducted from the results gathered in preliminary market analysis, company interviews, and especially customer survey. All the gathered information was analyzed at Company X headquarters in Turku, Finland, and a final conclusion on best market entry strategy in Spain was formulated.

6.1 Current EMS market in Spain

Spain currently has 4 native EMS operators that serve the local population: Entradium, Notikumi, Ticketbell and Ticketea. Of these Ticketea has the most market share, as shown by both the company interviews and the customer survey. In customer survey Ticketea was used in 9 % of the registrations for the events (Figure 18 and Table 10). Of the foreign EMS operators providing services in Spain, the global EMS giant Eventbrite has a solid foothold in Spanish market. As shown in Figure 18 and Table 10, Eventbrite was used in 35 % of the registrations for the events in customer survey. It was also frequently mentioned service in both the preliminary and company interviews. However, many customers reported registering for the events by some other method than EMS services (internal website, email, facebook, phone or in person). These other methods constitute for over almost 50 % of the total registrations observed in the customer survey. This is in line with Company X Oy's previous studies in Finland, where many companies were not aware or did not use any EMS systems for their registrations (Vesala, 2017). These are promising results, as Company X has an obvious demand in Finland (Vesala, 2017), and similar results from Spain suggest market potential in Spain. Also very promising results were gathered from the company interviews suggesting that they were mostly unaware of the EMS providers benefits, and had not been contacted by any EMS service provider.

Very important is also the fact that current EMS providers operating in Spain are mostly focused on ticket sales and their applications. Only Eventbrite is reported to contain more robust event management services usually provided by EMS systems. As Company X is a service for complete event management processes, this would suggest that in this field Eventbrite is the only formidable contender currently operating in Spanish EMS market. This also suggest a promising market potential for Company X in Spain.

Of the events organized in Spain, the conferences were by far the most prominent. This is definitely a market sector Company X should be aiming at, as it constituted for 40 % of the all events organized in the survey answers (Figure 18 and Table 10). Eventbrite was the most used EMS service provider, but internal website and email were also heavily used in conference registrations. This information provides a clear market potential for conference type events for Company X in Spain. Other interesting event types were seminars, startup fairs and different types of educational courses.

In conclusion, the current EMS market in Spain has only few operators with only one real contender to Company X. The market segment shows tremendous market potential, and few potential target event types are also readily mapped out.

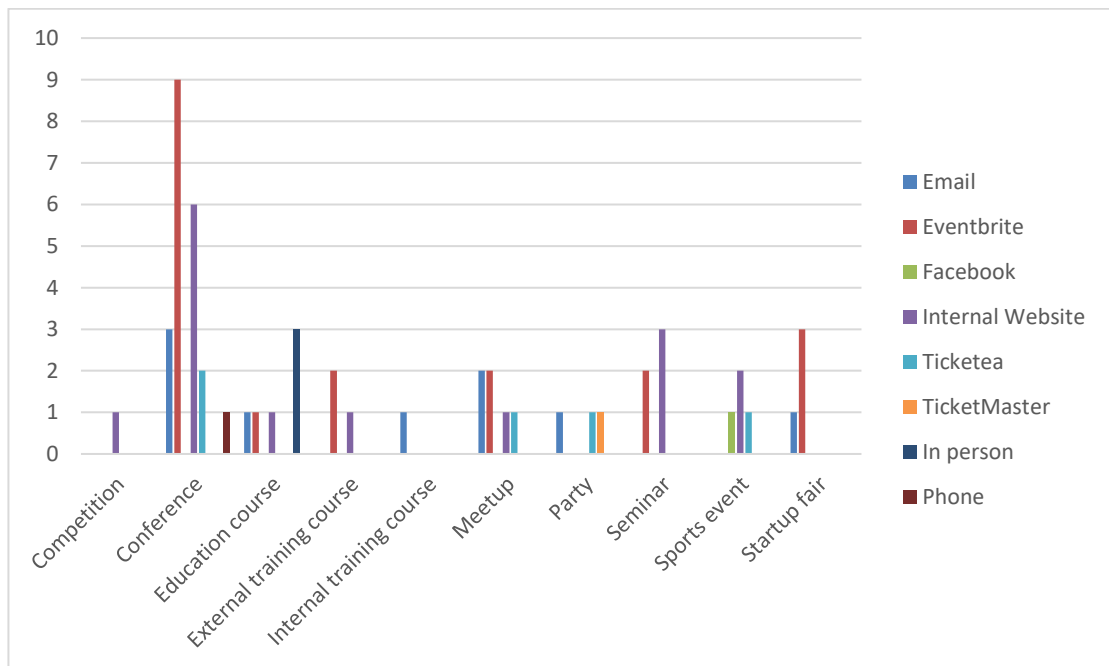


Figure 18: Registration types used for different event categories

	Email	Eventbrite	Facebook	Internal Website	Ticketea	Ticket Master	In person	Phone

Competition				1				
Conference	3	9		6	2			1
Education course	1	1		1			3	
External training course		2		1				
Internal training course	1							
Meetup	2	2		1	1			
Party	1				1	1		
Seminar		2		3				
Sports event			1	2	1			
Startup fair	1	3						
Total	9	19	1	15	5	1	3	1

Table 10: Registration types used for different event categories

6.2 Uppsala model and Network approach

Company X Oy started at Uppsala models first stage (Vahlne & Johanson, 1977) in the start of 2017, operating only on domestic market. The gradual shift towards international markets started in September 2017 when the company started to gather information on possible target markets for internationalization. No actual sales operations started at this point, as preliminary market research was first conducted as part of this thesis. As we can see in the chapter 6.5, Company X Oy has gradually moved to stage 4 of the Uppsala model (Johanson & Vahne, 2009), and through information gathered by this market research, the company is ready to start its international venture in Spain. Future remains to be seen if the selected market entry mode and gathered information on target market was sufficient to start operations, as the company skipped traditional Uppsala model stages 2 and 3 (Vahlne & Johanson, 1977). Company deemed the risk tolerable.

In regards to the Network approach (Johanson & Mattsson, 1994), Company X Oy's internationalization into Spanish market is characterized as the stage "Late starter" (Johanson & Mattsson, 1994). The Spanish EMS market is by no means saturated with international service providers, but the few that have operations in the country have been there for between 3 to 6 years (Eventbrite 2018, Ticketea 2018, Ticket Master 2018). As the market for EMS service providers in Spain is relatively young, Company X Oy's position cannot be regarded as "International among others" (Johanson & Mattsson, 1994).

6.3 Market entry strategy

Promising market potential in Spain has led to the conclusion that Company X Oy wants to enter the Spanish market. The interviews conducted in preliminary market research and the company interview phases provided information that Spanish companies like to conduct business negotiations in native Spanish language with personnel that understand the market field they are operating at. This would suggest that Company X needs their operational staff at Spain to be native Spanish speakers. Company X in general is also not satisfied with the quality of the customer survey, and is therefore not comfortable in investing heavily into a foreign market that has not been evaluated in a satisfactory manner. This rules out directly exporting (Hollenson, 2008) the Company X SaaS service to Spain, as none of the current Company X Oy's employees speaks fluent Spanish, and the company did not want to recruit the needed staff to operate export operations to Spain.

Franchising and licensing (Hollenson, 2008) were both considered as possible modes of market entry in Spain, but were ultimately deemed unsatisfactory strategies for Company X Oy's internationalization operations. Company X Oy wants to control its service and product to as full extent as possible, and franchising and licensing are both risky modes in this regard (Hollenson, 2008). Controlling the brand and providing exceptional service to its customers are high on Company X Oy's list of priorities, ranking both franchising and licensing out of the equation.

Outsourcing (Hollenson, 2008) was not considered to be an optimal mode of market entry, as Company X Oy's SaaS service as a digital product is not well suited for outsourcing operations (Hollenson, 2008). As future operations in Spain potentially grow, outsourcing some of the local office operations such as sales, marketing, recruiting and/or accounting might be on the list of outsourced operations in Spain.

The final modes to be considered against each other were foreign direct investment and joint venture modes (Hollenson, 2008). As a startup company, Company X Oy currently does not possess the needed financial or personal resources to launch full foreign direct investments in Spain. Joint venture in the Spanish market seemed more plausible, as it requires much less dedication and resources than the foreign direct investment approach. This also minimizes some of the financial risks the parent company Company X Oy will take (Hollenson, 2008).

It was therefore concluded that Company X will enter into joint venture with Indala Projects company formed by the native Spanish students who conducted the field research in Spain. Indala Projects will be a subsidiary of Company X operating in Spain, under Company X Oy's international brand. As the local joint venture company formed has better knowledge of target markets aspects and local operating culture, it makes entry less demanding for the Company X parent company (Hollenson, 2008). As a joint venture requires much less dedication and resources than Foreign Direct Investment approach, as the parent company usually takes less financial risks (Hollenson, 2008). This was deemed as a crucial criteria by Company X Oy. In this method, a local company usually has knowledge of target markets aspects and local operating culture, making entry less demanding for the parent company (Hollenson, 2008). However, as the parent company has to relinquish operations and knowledge of its products and/or services to the partner company, it no longer has full control of its own internationalization venture (Hollenson, 2008). Company X does realize that this might be a local operating risk, but this was deemed as a only a minor risk.

6.4 Further research suggestions

The preliminary market research and company interviews were conducted in very detailed manner, and Company X Oy is satisfied with these results. However, the customer survey conducted was not on par with the previously done phases of the market research. 98 survey answers was a rather disappointing amount for the company, and at least a double this amount was originally requested for the field workers conducting the surveys in Spain. Quality of the market research as whole is questionable, and demands more detailed research to be conducted in the future. For further research, a more robust survey is suggested, focusing in rival EMS systems, event registrations, payments, communication and feedbacks.

6.5 Closing words

Even though the market research was not of the quality demanded by Company X Oy, the research still led to Company X starting a market entry venture in Spain. Market entry strategy chosen was a joint venture between Indala Projects, and an international brand

of Company X was established in form of Company Y Inc. The company is currently starting its full scale operations in Spain, and already has its first local clients.

REFERENCES

Bhe, Tony; Glasmacher, Peter; Meckwood, Jacqueline; Pereira, Guilherme; Wallace, Michael; 2004: "Event Management and Best Practices", International Business Machines Corporation, Redbooks

Bileto, 2018: "Bileto, company description", Bileto Inc, www.bileto.com

Bowdin, Glenn; Allen, Johnny; O'Toole, William; Harris, Rob; McDonnell, Ian; 2010: "Events Management" Routledge; 3 edition

Capterra, 2017: "Best Event Management Software | 2017 Reviews", Capterra

Chetty, S.;& Stangl, L. 2010: "Internationalization and innovation in a network relationship context", European Journal of Marketing , 44 (11/12), 1725-1743.

Clark, Wallace, 1922: "The Gantt Chart: A Working Tool of Management", New York, NY: Ronald Press.

Corbin Ball, 2012: "Technology Trends Transforming Events: Are You Ready?", Corbin Ball Associates

Dyché, Jill, 2001: "The CRM Handbook – A Business Guide to Customer Relationship Management", Addison-Wesley

Entradium, 2018: "Entradium, company description", Entradium Inc, www.entradium.com

European Union, 2015: "User guide to the SME Definition", European Union

Eurostat, 2016: "2016 SBA Fact Sheet, Finland", European Commission, European Union

Eurostat, 2017: "Share of Member States in EU GDP", European Commission, European Union

Eventbrite, 2018: "Eventbrite, company description", Eventbrite Inc, www.eventbrite.com

Finances Online, 2017: "Best Event Management Software Reviews List & Comparisons", Finances Online

Financial Times, 2014: "Financial Times Lexicon", Financial Times

Foreign Market Entry Modes, 2010: "Quick MBA: Strategic Management" <http://www.quickmba.com/strategy/global/marketentry>

Gabriel, B.;Desalegn, A.;& Aihie, O. 2011: "Interactive (networked) internationalization: the case of Swedish firms", European Journal of Marketing , 45 (7/8), 1112-1129.

Gankema, H.G., Snuij, H. R., Zwart, P. S. 2001: "The internationalization process of small and medium-sized enterprises: an evaluation of stage theory", Journal of Small Business Management, 38 (4), 15-27

GetListed, 2017: "Yrityksille", GetListed Oy, www.getlisted.fi

Google, 2018: "Google company description", Google Inc, www.google.com

Grieser, Tim, 2015: "Event Management Software Market by Component, Software, Service, Deployment Mode (On-Premise, Cloud), Organization size, Verticals (Education, corporate, Third-Party Planners, Government, & others), and Region - Global Forecast to 2020", MarketsandMarkets™

- Hallanoro, Mikko, 2017: "Company X Manual", Company X Oy , Internal document
- Hollenson, S. 2007: "Market Entry Strategies" S. Hollenson, Global Marketing- A Decision Oriented Approach (s. 291). Pearson Education.
- Hollenson, S. 2008: "Essentials of Global marketing", England: Pearson education Limited.
- HubSpot, 2018: "HubSpot, Company description", HubSpot Inc.
- Johanson, J. and Mattsson, L. 1988: "International Marketing and Internationalization Process – A Network Approach", Research of international marketing. pp. 234-266. Croom Helm
- Johanson;& Mattsson, L. 1994: "The Markets-As-Networks Tradition in Sweden". G. L. Gilles Laurent, Research Traditions in Marketing (ss. 321-346). Stockholm, Sweden: Kluwer Academic Publisher
- Julien, P-A. 1997: "Les PME : Bilan et Perspectives" GREPME, Economica, Paris
- Leonidou, L. C., Katsikeas, C. S., Samiee, S. 2002: "Marketing strategy determinants of export performance: a meta analysis", Journal of Business Research, 55, 51-67.
- Moss, Gloria. 2016: "Gender, Design and Marketing: How Gender Drives our Perception of Design and Marketing", Routledge; 1 edition
- Mothersbaugh, David L., Hawkin Delbert. 2015: "Consumer Behavior: Building Marketing Strategy", McGraw-Hill Education; 13 edition
- OECD, 2001: "Glosary of Statistical Terms", Organisation for Economic Cooperation and Development
- OECD, 2002: "OECD Glossary of Stastitical Terms" <http://stats.oecd.org/glossary/detail.asp?ID=3243>
- Ojala, A.;& Kontinen, T. 2011: "Network ties in the international opportunity recognition of family SMEs", International Business Review , 20 (4), 440-453
- Overby, J. W.;& Soonhong, M. 2001: "International supply chain management in an Internet environment: A network-oriented approach to internationalization", International Marketing Review , 18 (4), 392-420
- P.E. Petrakis, P.C. Kostis (2012), "The Role of Knowledge and Trust in SMEs", Journal of the Knowledge Economy, DOI: 10.1007/s13132-012-0115-6.
- PRH, 2017: "Company X Oy Kaupparekisteriote", Patentti- ja rekisterihallitus, Finland
- Ruzzier, M.;Hisrich, R. D.;& Antoncic, B. 2006: "SME internationalization research: past, present and future" D. H. (editor), Journal of Small Business and Enterprise Development (2013, ss. 477-497). Emerald.
- Saunders, Mark N.K; Lewis, Phillip; Thornhill, Adrian; 2015: "Research Methods for Business Students", Pearson; 7 edition
- SIIA, 2011: "Software As A Service: Strategic Backgrounder", Washington, D.C.: Software & Information Industry Association. 28 February 2001.
- Software Advice, 2017: "Best Event Management Software - 2017 Reviews & Pricing", Software Advice
- Statista, 2017: "Size of the event management software (EMS) market worldwide, from 2015 to 2020 (in billion U.S. dollars)", Statista, 1-2

Sun, H. 1999: "Entry modes of multinational corporations into China's market: a socioeconomic analysis", *International Journal of Social Economics* , 26 (5), 642-660.

Tekes, 2016: "Tutkitusti vaikuttavaa toimintaa", Tekes Finland

Tekes 2017: "Päätös rahoituksesta, Company X Oy ", Tekes Finland, unpublished

Ulrich, A.;Boyd, B.;& Hollenson, S. 2012: "Financial Performance of Entry Mode Decisions: Effects of Control in an Internationalization Context", *International Journal of Business and Management* , 7 (24).

Vahlne, J.;& Johanson, J. 1977: "The Internationalization Process of the Firm— A Model of Knowledge Development and Increasing Foreign Market Commitments" *Journal of International Business Studies* , 23-32

Vesala, Jukka, 2017: "Company X Sales process", Company X Oy , Internal document

Vesala, Jukka, 2017: "Company X:n kilpailukenttä ulkomailla", Company X Oy , Internal document

Wiedershiem-Paul, F.;& Johanson, J. 1975: "The Internationalization of the Firm- Four Swedish Cases", *Journal of Management Studies* , 12 (3), 306.

Yrittäjät, 2016: "The small and medium-sized enterprises in Finland", https://www.yrittajat.fi/sites/default/files/sy_esittelykalvot_2018_en.pdf, Yrittäjät ry

Appendix

Appendix A: Preliminary market research interview form

- a. Do majority of events you organize and/or attend to require registration?
- b. How is registration fee typically paid for these events?
- c. How do people register for these events?
- d. What are the key functions you require from an EMS system in these kind of events?

Appendix B: Company interview form

- a. Can you tell me about the last time you organized an event? Walk me through from the start to the end
- b. What is the most important thing to take in account when organizing an event?
- c. What are the typical challenges you have come across when organizing events?
- d. How do you typically overcome those challenges?
- e. How did you handle the event registration?
- f. How do you manage the attendees/participants?
- g. How did you collect registration fees and other payments?
- h. How did you handle communication with the participant outside the event?
- i. How did you collect feedback from customers?
- j. What information technology you use to manage the events?
- k. How often do you organize events?
- l. How frequently do organize events?
- m. What kind of events you organize?
- n. How big events you typically organize?

- o. Have you been looking for any kind of tools?
- p. What kind of systems you have been offered by local vendors?
- q. Would you be interested in a full service rather than just a tool?
- r. Would they wish the be contacted in the future about the product?

Appendix C: Customer survey form

- a. Did you participate any event in the past 6 months?
- b. Age
- c. Gender
- d. Occupancy
- e. Location
- f. What kind of event you participated?
- g. Did the event require registration?
- h. How did you register to the event?
- i. How was the payment processed?
- j. How did the organizer keep in touch with you?

Appendix D: Company interview answers

Locati on	Name	Can you tell me about the last time you organized an event? Walk me through from the start to the end	What is the most important thing to take in account when organizing an event?
Madrid	Tomás Martíne z	Motortech Spain: A fair that lasts a week where they have a stand with inside computers to	They look very much at the quality of the design and cleanliness of the stand and the

		<p>make demos, play activities to carry leads, didactic activities, restoration zone, etc. -book of space of the event all in advance payment. - organization of a contest between suppliers so that they build the stand and provide the necessary for the animation of the stand and staff. Contacts that you already have of other events or personal contacts or by your media agency. For this they have to do a briefing with exactly what they need. - selection of the companies that you want to participate in the contest to which you send the briefing -After one month they present the proposal to you in a meeting. -Make an excel table with the characteristics to evaluate in the selection: price quality, reliability, product understanding, innovation, price ...</p>	<p>originality of the proposal for capturing leads and personal data.</p>
Barcelona	Jose (n/a)	<p>In Mob we organize two types of events, the first type is only for members and the second is for everyone. The last event we did was a Christmas dinner for the community. Make dissemination, think logistics, the last day of the event</p>	<p>Communication, knowing how to communicate well taking into account the target audience. For whoever is influencing the contents of the event</p>

Madrid	José Peláez	I'm doing 3 events per year. Maybe the best one was the Oracle users event in Spain. More than 250 people in the same place, we had 3 different schedules that were active at the same time.	Sponsorship.
Madrid	Víctor Aidillo	The last big event we organized was an sports competition for all our workers at the beggining of June where all the company gets together and they make a small party and give away the winners prizes. They also made a costume contest where everybody voted through and app for the winner of the contest.	Make the event attractive to the public you want to come
Madrid	Javier Alfonso	It was an event in Valencia where a young guy that had started a new company wanted to make an event to let people know about his company. They organized an event for around 120 people where they invited famous people like Jero Garcia so people would come to the event	To know what the client wants and to know and understand the client and his expectatives. If you let your client have big expectatives and something isnt possible to do, he will htink that you are a bad event organizer
Madrid	Asmaa Tif	Event that we did on December 15, Christmas concert for 3000 employees of Carrefour. It is a party that begins with a reception in the space, then has a cocktail, a more corporate part of messages from directors	The budget, the briefing (fulfill all its characteristics) and the management; Close the space according to needs and budgets comes first, and the details and extras. Then you launch a small contest to the

		<p>and then a concert in which a famous band plays and also a band that we have inside. The communication, as it is internally, we do it with teaser campaigns, in which we give clues as to what the event is about. We send a "save the date" and then organize the retrotiming. With the list of attendees already closed, we send the invitations. The assembly is organized according to what you require and the days you need. At the moment of opening doors, it is key to control where and when people pass with a check in to bring the invitations and a list of participants. At all times we controlled the capacity to not exceed what was allowed. As it is internal, we are all connected by walkie talkie and we have a list of tasks, controlling what has to happen and what we have to do</p>	<p>suppliers with whom you are interested in working (technicians, decoration ...) to decide which one to work with; The logistics and travel part; Never communicate something without being 100% secure information; Insurance to be hired; Projections that you want to make; Ambulance and medical services; Catering; Technical team; The content, since everyone has expectations for other years (every year we set it on a theme, such as New Year's Eve, urban and street ...)</p>
Barcelona	Jose (n/a)	<p>"The Levantine regional platform is an event that started two years ago, it is an event that serves the volunteers of the different associations, it is an event of formation of different lines, leadership, organization of events ... We formed a team</p>	<p>In general, that the event meets the needs and expectations of the participants.</p>

		of 8 people, 2 coordinators, a logistics officer, a manager of accommodation, communication, welcome packs and institutions. Team of 8 people took care of the entire event, "	
Barcelona	Jose (n/a)	It was on December 16, 2017, a meeting of all families of children of the organization of education in free time where I am a volunteer. It consisted of an event from 1:30 p.m. until 7:30 p.m. It consisted of a meal and some activities we went to give second hand clothes for those most in need.	Above all there are no downtimes, it is well organized, that all the people of the organization are well coordinated. Let everyone fulfill their responsibilities.
Madrid	Neus Portas	Solidarity dinner for GoodBites. 1. An interested restaurant was found. 2. A price was negotiated. 3. We attended a music group that wanted to collaborate. 4. The event was issued by RRSS. 5. We contacted companies that would like to collaborate. 6. Registrations were managed. 7. The event was held.	Site (location and capacity), price to the public and benefit
Barcelona	Jose (n/a)	Yesterday, food with cause for Christmas, social cause.	Agree with the client, what kind of event he wants to do and be happy with the final result, if they want to cook, if they have to be a masterchef. It's coming out, knowing what kind of event

			they want to do. Language, group, ages ...
Madrid	José Luis Casal	I am constantly organizing events. This is the most common process: it starts by first having an available budget for the event and understanding what the Return of Investment will be; then comes aligning a business priority or particular solution to sell to other IT Companies (targeted audience) with the sales and Channel managers and (in my case) the partners. Then comes the content planning and agenda construction (timings, speakers...), for the partner or external agency to later create and invitation, hire a catering and find a venue. Invitations get sent out and registrations start. Finally event takes place and later the attendees are followed up by the sales team in order to detect a sales opportunity.	Return of Investment, the correct target, having a clear message and objective
Madrid	David Abreu	We have been organizing events for 25 years now, and we have a medium of 120 meetings per year.	Security, adaptation of spaces to requirements, customization and budget.
Madrid	Rosa Laviña	It was nothing, the preparation of a civil wedding, which begins when the couple request a date at the town hall, they are	In general, it is necessary to take into account first if there are people with disabilities to see if the site is adapted. Also

		<p>informed of the procedures to be carried out through a document and later they are given an appointment to collect the file and decide if get married in the courthouse or at the town hall. Once the date has been chosen, we inform the municipal council, we elect a determined councilor, we request a space and the decree of the mayoress president. All this is done a few months in advance. The organization of the ceremony itself is very complex, you have the councilor know the couple and do a little interview, and then organize the decoration, music etc. until the day of the ceremony ends</p>	<p>in the latter in particular the maid of honor had broken a leg and had to request permission to enter with the car in the main square of Madrid</p>
Madrid	Gloria Alonso	<p>I'm doing events every week, we are a company that helps other companies to do their events; we work according to what is the customer demanding (restoration, accommodation...).</p> <p>Congresses are our specialty too.</p>	<p>Having everything okay for the customer.</p>
Madrid	Kike Labián	<p>March -25 -2017, Ted X, It was a full day. All the logistics, audiovisual production, sound, catering... where done by young people. It was all the</p>	<p>Logistics production and volunteer management.</p>

		<p>event around Junior innovation projects so we had 30 young volunteers. 20€ entrance. Marketing (personalized for each speaker, registration by ticketea, social networks diffusion, web, social innovation ecosystem contacts, social networks, influencers...).</p>	
Madrid	Miguel Ángel	<p>The last time that an event was held was on June 23 of this year and it was an event for 250 people in which we contacted La Casa Encendida of Madrid for an event in which there was initially a conference and presentations of different managers and then we made a cocktail on the roof of the same site and then returned to the initial place of the conference where everything had been cleared to celebrate with a DJ and with an open bar until 4:30 in the morning</p>	<p>The most important things to consider in this event was to adapt the number of guests to the space since we had an initial list of guests far exceeding the capacity and the weather since part of the event was held outdoors and coincided with a brutal wave of heat in the city of Madrid</p>
Barcelona & Madrid	Jose (n/a)	<p>Sustainable Fashion Days, May 2016.</p> <p>Identification of communicative needs organization >>> alignment of recruitment strategy / selects new partners >>> RRII strategy</p> <p>1. Partners and logistics,</p>	<p>The proposed value generated and the capacity for media and operational impact</p>

		<p>2. Target capacity + Speakers</p> <p>3. Communicative actions</p> <p>4. Performance</p>	
Barcelona	Jose (n/a)	<p>We have a music agency and we organize two big events a year, SoundEat 4 nov and the Monumental Club, weekend 24 and 25 November. Sound Eat is an electronic music festival and is held in Barcelona once a month in different areas of the city, day. DJokeys, international artists, underground scenes. We also promote the artists of Barcelona, mixing it with bands from Madrid, Valencia. There are foodtracks. Monumental Club, is made in the Monumental bullring, are two days. It is divided into three areas: the most important one that would be music with different stages and concerts; the market and the third that of gastronomy. 5,000 people per day</p>	<p>The most important thing is customer service, that when the production arrives, it goes well, that there are no queues that people are comfortable with. And evidently in our case offer musical quality.</p>
Barcelona	Jose (n/a)	<p>In October. I have a recognized firm with many business units (around the world) to which we make a day of one day on executive skills (soft and hard skills) through a high impact program called IE Horse's assisted. It is about organizing a day where a team of between</p>	<p>No doubt having all the "ends" tied tightly; starting by understanding what the client wants, both at the program and activities level and the space where the event will take place. It is important to structure it considering the number of people and that it is dynamic,</p>

		<p>10 and 20 people, depending on the U.N., work their self-knowledge (self leadership), the teamwork (interpersonal relationships) and strategy. Normally they contact us indicating that we send them a proposal about the working day, the concepts that are included, the "training / leisure" fund that we will discuss and the budget of the same. From there, we will give form depending on whether they want a percentage in time of more work or more leisure. In this case, as a general rule it is about 80% training and 20% leisure / fun but with a training background.</p>	<p>where people are not too long without doing anything. In our case, everything has to be related to "learning", either from oneself or from the team in which he works. Obviously you have to have everything "RC, Accidents, etc ..." insured, because in the event that something happens you must have this covered. You also have to ask, when we deal with the catering, of the impediments or allergies of the assistants. Remember a series of regulations for the event, (comfortable shoes, casual clothes, sun cream according to the period, warm clothes, etc ..). Important depending on the number of people, have a work team that have specific training, values and common objectives and that can be part of the team so that everything develops in the desired way.</p>
Madrid	Lucas	<p>They start planning dinner-party 2 months in advance, they have to wait for approval of budgets and permits. They contacted a platform, which covered most of their services and once they got the budget, they went to work with the sale of tickets (approximately 700).</p>	<p>It is the organization. If you have a scheme and a work schedule, it makes things easier and ensures results, practically.</p>

Madrid	Emma Vernhe s	A presentation of the new collection of newera caps. - Make a briefing with the contracting company that is Carole Cervera Pres. This company gave you specifications of how you wanted the event to be. They wanted 100 donuts, one third of each corporate color. - Specified price and date - And the test of the donuts before the event.	The amount of people that will be there, food specifications and allergies, how many dishes you have to serve, if you need to bring crockery and tables, hiring staff, decoration, etc.
Madrid	Maria Luisa Castelo	The last event we organized was an internal congress of Houden in Chile. The event was of 70 people from different countries of Ibero-America and Europe. The process was the following: -Close budget of what we could spend. -How many people were going to come to the event. - Search for spaces for lectures, spaces for workshops, hotels, company bus transfers, restaurants for two days for meals and dinners. -Creation of specific marketing campaign. The message of the event and the content. -Contact and communication with the participants.	The marketing of the external and internal event is very important (to be clear the main message of the event and the slogan) and finally the content of the event, what is going to be done and what topics will be discussed.

Madrid	Lorena	Last week, I organized all the English level exams for the academy. I had to take into account every group's level, choose different exercises from the official grading companies and tell all the students about the dates for them to be ready.	The schedule, because if you run out of time nothing works out
Madrid	Iñaki Dominguez	The last event was a trade fair, Exposaldo, which brought together 50,000 people, exhibitors to sell stock and warehouses before Christmas, during 5 days of celebration.	It depends on the format (congress, product presentation, fair, ...). The first thing is to visualize it, the objective and the program. Plan in an innovative and creative way, where appropriate. Preserving the headquarters' self-protection.
Madrid	Alicia	Long process by number of participants, with 1 year in advance, space search, hotel reservation and travel for participants. The search for all services (security, hostesses, catering, ...) is carried out by several workers of the Association of Judges Francisco Vitoria.	A lot of organization. Be clear about the objective A calendar planning.
Madrid	Bea	Every day, I organize the driving lessons in the school. I have to be very aware of how many students are registered in order to give the teachers a schedule, and also to charge them the amount of classes they take	The timetable of the students, because they are all different

Barcelona	Jose (n/a)	It was a company dub for 40 people, on the first one to organize a scape room for the customers and to go to the Restaurant Santa Clara.	Have everything square, have super clear timing.
Madrid	Katya	Last week. The event starts from the moment the client contacts the event planner and explains what they can do and what they want to achieve with it. Each event is unique, so it is developed "ad hoc" for each client. That means having several interviews with them to offer the best service.	The most important thing is to know exactly what the client wants to achieve with the celebration of that event, in this way, he can be guided to achieve the objectives and thus be satisfied. Many times they have a vague idea and you have to work a lot with them to end up offering a service that meets their expectations
Barcelona	Jose (n/a)	At the end of November 2017, the presentation of finalist candidates to participate in a mentoring program for young social entrepreneurs. A score of young people who made the presentation of 10 projects before an audience of 100 people	Good planning, teamwork among the different professionals involved and take care of people (participants and assistants).
Barcelona	Jose (n/a)	The last event that I organized the last act was the appointment as Doctor Honoris Causa of Richard Boysties. One of the specialists in the management of people based on their different emotional intelligences. & October. A very institutional event in the academic field in which the	The most important thing is to know very well what you want to do. Have the personal and technical means to carry it out. Work it with time to be able to organize it. An act how this begins to prepare a year before.

		<p>academic authorities of the university are present at the time of naming an honorary doctor. This act has a very specific format in which the university professors who are interested in attending. They enter the room in order of category wearing a toga of different colors.</p>	
Madrid	Gregorio	<p>It was the most important legal event that is made in Spain, called Legal Management Forum. They bring different personalities from all around the world to give talks and lawyers from big buffets. They make it in the Mutua Madrileña forum in Madrid. They have to plan the themes they want to talk about in this event and bring the right people for it. All this has a cost, bringing the people from around the world, having a space, flights and hotels; so they look for sponsors that can help with the costs of the event. Some partners instead of giving money, they will give you the space for the event or stuff for the event. FOOD is very important in an Spanish event, having a really good catering is one of the crucial parts, as in Spain the event can be really</p>	<p>For Gregorio there isn't a most important thing, as EVERYTHING is as important for the event. The timing and the protocol of the event are fundamental</p>

		<p>good, but if you didnt have good food, people will think that the event is bad. You have to have a really good communication to the outside, for example on this last event, they had live streaming of the event and people would pay less to whatch it trough the internet. Another important part is who starts and closes the event. The post event is really important too, so people have a nice after taste of the event. Also bringing important people to the events like a minister or an eminecy, will bring more people to your event. Partners are the most fundamental thing in the event.</p>	
Madrid	Pablo Ramos Gómez, Álvaro Pérez and Iñigo Ironto	<p>Last week, one of our night sessions. We advertise them online and then prepare them with time in a small space</p>	<p>Assembly of the space, attend the artists, position themselves in their positions when the public arrives and the show begins and, finally, dismiss and collect the room</p>
Madrid	Alfredo	<p>The last event we organized was an internal congress with different speeches about how the last year was, to present to the employees the final results. Created specific content for the purpose that explain why we were having that event and</p>	<p>Picking which space of Mapfre we were going to use that was better for all employees to come easily. Making sure that the event was interesting and not boring, something to learn from.</p>

		what we wanted to reach with it. We also had to contact a catering company.	
Barcelona	Jose (n/a)	3 infernal tombs, The verbena of Sant Joan	City hall permits, money, infrastructure, make sure we have public support

Location	Name	What are the typical challenges you have come across when organizing events?	How do you typically overcome those challenges?
Madrid	Tomás Martínez	They usually have problems in the time of stand preparation, computer installation does not work, delays in transportation.	Establish a clear contract with the consequences and responsibility of the problems.
Barcelona	Jose (n/a)	Barcelona has many events, overlapping with very similar events, timing is very important. Many times we have found that coordination with collaborations	Make a collaborative road map, who does that. Participation is not known. What overlap look at the largest web events there
Madrid	José Peláez	Having an attractive content agenda.	Preparing everything well in advance.
Madrid	Víctor Aidillo	Logistic, to have everything where it has to be on time. Make it interesting and fun for the people that's coming. Another challenge is the communication of the event, making it the right way so the objective of the event gets to the people and they understand it.	The logistic challenge you overcome it by getting help from other departments to order the stuff and to help manage the time schedule. One way to make it attractive is to give incentives to people, like amkin raffles and giving away stuff.

Madrid	Javier Alfonso	Economic ones, to make an event profitable, is really hard, and last minute petitions from the client are also hard challenges	Having trustful providers and to know people that can help you fix problems
Madrid	Asmaa Tif	The most difficult thing is to find a space that has availability, how the world of events has grown or you are looking for it with a lot of time or you do not have a site (from large volumes), if you do not find one that collects all the characteristics of the briefing it is complicated. So is the content, because it does not help to have a great set and shows if you do not have creative and strategic content afterwards (this content is what we work in my department). The management of the number of people and the number of activities when the volume is very large. Also your biggest enemy is the timing, since there comes a time when you may have to agree on performances or lectures (snowfall ...)	Having everything as organized as possible, since there are always unforeseen events, so the better tied everything is, the faster the problem will be solved. This case is in IFEMA, and they usually reserve it almost a year before. The logistics issue with our own travel agency that we have in Carrefour
Barcelona	Jose (n/a)	Problems in the motor equipment, that know how to work in a team, external logistical problems with which you can not copy.	The ideal is to specify well how the team is going to coordinate well, clarify very well what you need with your suppliers and work with regular suppliers.

Barcelona	Jose (n/a)	Fundamental in the first place that it goes well and feedback from the people is positive. Good organization, people are attentive to their functions. The timing that things do not lengthen, because many times it is overlooked	Preparation of events, is essential. Good production schedule after the events is reviewed the functioning of such. It is important the previous how the post.
Madrid	Neus Portas	maybe make sure it gets full. Although being a site with limited capacity, it is easier.	Moving it a lot through networks and contacting friends and acquaintances. When they are events with more people, also contacting the media that disseminate the event and with the collaborating companies so that they also disseminate.
Barcelona	Jose (n/a)	The unforeseen, number of people. The challenge, which is not agreed. The by itself and the and if they exist.	For working with the ability to react, when there is a challenge the ability to react. Know how to react fast.
Madrid	José Luis Casal	Aligning everybody who has to be involved	In my case, it's a matter of perseverance and assertiveness - sometimes they will tell you it's not possible, but at least you have to find a plan B!
Madrid	David Abreu	Adequacy of the available budget.	With experience, imagination and trust.
Madrid	Rosa Laviña	It is usually that each person requesting an event has very clear what they want but not how to do it and all the assembly that it requires around them.	They assume with work, with a lot of patience and good organizational skills

Madrid	Gloria Alonso	The hardest thing with the congresses are the international transfers (because we have a non-polluting policy).	With collaborators.
Madrid	Kike Labián	Coordination and the special sound (as we record the Ted Talks).	Having the perfect team.
Madrid	Miguel Ángel	The main and typical challenge you encounter when preparing an event is mainly the economic cost	The way to overcome the economic challenge is to request enough budgets and do a very thorough research on the Internet of all local and companies that are dedicated to these issues
Barcelona & Madrid	Jose (n/a)	Budgetary constraints and lack of awareness of the relevance of coherence in the RRII	Research, planning to anticipate, exploration of strategic partners
Barcelona	Jose (n/a)	Obtain financing the first one to be able to carry it out, look for brands ... More at the production level, comply with the legal requirements, capacity, electrical requirements. On the other hand, there would be the management of waiters, staff, doors ...	Analyzing the errors and once we are underway. Every time you have to learn how to improve service. We also get in touch with section heads and do evaluations with them.
Barcelona	Jose (n/a)	The first challenge is to transmit confidence and professionalism in your performance. The person "responsible" for deciding the event needs to obtain from you an extreme trust and perceive the professionalism of what they	It is important to send the proposal as quickly as possible, as it reflects the professionalism of the person hired, and once sent normally by mail (either after telephone contact or from a previous personal interview) make a

		<p>hire (unconsciously they manage the balance between "how much it costs and the benefit they get"). Suffer because everything goes well (your responsibility is several thousand Euros) and you have to relax that "anxiety" by showing examples and confidence that you have all the "ends" tied.</p>	<p>phone call to verify that he has received it and if it fits his intentions; It is necessary to make clear the possibility that you can do everything you want, always subject to the budget of the contracting party, and my magic formula is always leave a final "surprise", with the aim of exceeding your expectations. The concept of real satisfaction for me I always define it as the positive difference between the expected and the received, that is why I try to give more than what is expected; In this way you always satisfy the customer and leave an "aftertaste" that facilitates later the "mouth / ear".</p>
Madrid	Lucas	<p>The pressure to which they are subjected when hiring Unievento, since they need to get a lot of money to be able to pay for the services that this platform covers, that being a party are many.</p>	<p>Having the help of the majority of the student residence, they spread among their contacts. Generally, in Madrid the majority of students are from outside and, above all, in the main colleges. Therefore, the components of the schools have their contact networks from their places of origin in Madrid.</p>
Madrid	Emma Vernhe s	<p>Missing food, that stays cold, that people do not have to use silverware.</p>	<p>Carrying something just in case you have it in stock, planning</p>

			the schedules very well, planning the dishes well
Madrid	Maria Luisa Castelo	The most important thing is to take care of the details that can generate anecdotes or things to talk about negatively. Above all take care of the food (that everyone likes and can eat), logistics and transport during the event.	For the problem of the food we make emails with an excel document that we send to the participants in advance where they can write if they have any type of food restriction. For transportation, we hire private transfers to pick them up from the airport and move them around the city during the days of the event.
Madrid	Lorena	The participants forgetting about them or refusing to attend (some are usually children and it's hard to keep them engaged)	By talking to their parents instead or by sending them notifications on our platform when they are adults
Madrid	Iñaki Dominguez	The most important thing, in your opinion, is knowing how to coordinate suppliers with the venue of the event. They influence the organization and execution of the event.	Good organisation. Have a good planning, be organized and dedicate time.
Madrid	Alicia	The experience of the client, who has a strict time, which can be of time, as ministers or presidents of the council. Why, you have to adapt to that framework that is imposed.	With a lot of work, the presentation a lot of dedication and hours.
Madrid	Bea	Changing timetables, students that forget to pay or to call to say they are not coming, teachers getting sick	Having a better paying system, keeping regular contact with the students and several teachers

Barcelona	Jose (n/a)	the technical team of blow does not work, the catering was not what they had promised us ...	Improvising but always with positivism and paying good customers
Madrid	Katya	The biggest challenge you can face is to capture the idea, the essence of the event. Sometimes this is very simple but sometimes it is very complicated. In congresses the idea you get it right away but the difficulty of this is to manage so many people since they tend to be very numerous and you have to take care of all the details of each of them.	Having a constant contact with the person responsible of the event.
Barcelona	Jose (n/a)	The management of contingencies. Realism in the forecast of the times.	With flexibility and experience to face the unexpected. Calculating well the time margins in programming, focusing on the experience of user.
Barcelona	Jose (n/a)	Generally, the most difficult thing is to get the participation of the people to whom this event is directed. Good as it is, if you do not fill the room you have a very serious problem. Get public, is what will mark you if you succeed	Good foresight, very good information campaign, to pursue potential assistants to come. It can be an event like this, what you have to do is fill the event
Madrid	Gregorio	The biggest challenge for him is that he has the brand of Banco Santander on his hands and he has to be able to improve the view of the brand and not letting it down	Do it the best way you know how to do it

Madrid	Pablo Ramos Gómez, Álvaro Pérez and Iñigo Irondo	The cause, the reason why it is done, and the security, to have the event under control. The client's experience is optimal, as well as attracting new audiences. That the client repeat.	Thanks to offer a good service, recommendations from the people, and a good communication campaign
Madrid	Alfredo	That there is enough food and everybody likes it. That there is a nice atmosphere, everybody gets along and feel comfortable.	Try to buy more food than we need and donate the remains to soup kitchens
Barcelona	Jose (n/a)	Climatology, presence of police forces	Llevando material para cubrir los equipos, Cubriendo el Evento con aseguranzas

Location	Name	How did you handle the event registration?	How do you manage the attendees/participants?
Madrid	Tomás Martínez	They invite customers by email and also give them the opportunity to sign up for contacts they still do not have on their website. Press releases.	They do their own marketing of the event and they select which media they want to use. And they also use their web and pamphlets.
Barcelona	Jose (n/a)	We do not have a registry of people, only with payment events, we use eventbrite. If a single link is paid on different platforms. If it's free we hang it on different platforms	Through the platform, we download the excel and we cross it out or with the application
Madrid	José Peláez	With QR codes or DNI.	By e-mail.

Madrid	Víctor Aidillo		Ask them to suscribe firstly in their internal web so hey have an aproximated number of people that is comming.
Madrid	Javier Alfonso	Depending on the events and the request of the clients. Some of the events are handled trough our clients website and some other through different apps like ticketea	Every participant is taken care of at every time. There is always a person to tell them where to go so they dont feel lost. You have to take care of them like a shepherd with his flock
Madrid	Asmaa Tif	As they are usually internal, with the list of attendees already closed, we send the invitations	At the moment of opening doors, it is key to control where and when people pass with a check in to bring the invitations and a list of participants
Barcelona	Jose (n/a)	In ESN we have an online platform that allows you to request a place to attend the event or not. The program generates an invoice.	The relationship with the participants is co-volunteered, they know what content they are going to see and that. All the events that we have in ESN are internal, all the people that participate in the events are associated, they receive the information through the usual channels.
Barcelona	Jose (n/a)	We did a doodle to know more or less the approach and we confirmed the assistants by mail.	We are organized by commissions. A recreational commission was in charge of organizing the activities. The commission of social organization was responsible for collecting clothes. Those responsible, were responsible for the management of participants.

Madrid	Neus Portas	Via mail or the same day of the event.	With excel, from the people who confirm by the different means (mail, telephone, in person or web)
Barcelona	Jose (n/a)	Depending on the case. Through agencies or people who come to see the space. For the type of site that is the nostre.	Whatsapp and e-mail. All day watching the mobile.
Madrid	José Luis Casal	Normally they're done by partners or an external agency; these 2 update me and the people involved about the registrations	I always count on an external agency who helps me with attendees by creating and giving them their personal credentials (accreditations)
Madrid	David Abreu	In-house platform.	In-house platform.
Madrid	Rosa Laviña	Email	Depending on the type of event, but usually with guest list
Madrid	Gloria Alonso	With our platform, first we send them an e-mail and after, they need to go to our website or app to have all the information.	Own platforms, real time chats.
Madrid	Kike Labián	With eventbrite, qr code.	Social networks and e-mail.
Madrid	Miguel Ángel	The registration of guests to all these events is very personalized because we have a captive market and we do it by phone and by email vis a vis	With excel
Barcelona & Madrid	Jose (n/a)	Through previous online form, registration fees and on-site form	Online, mainly through networks and mailing

Barcelona	Jose (n/a)	We manage it ourselves	We work with several online platforms, codeticket ...
Barcelona	Jose (n/a)	In our case they send us a list with the name of the assistants and the charges; On occasion, they make comments on the people in the line of their "way of being" to warn us of the better options for them to work their "weak" points and let's help with it Likewise they indicate us in another list to part the subject of allergies to foods, or specific treatments.	As a general rule there is always a "chief / coordinator" that accompany (manager, responsible for HR, etc ..) and is the one who watches over them to the meeting point. From there, we try to offer them a good "welcoming" so that they feel comfortable and free to learn and in turn have fun. Depending on the number of attendees We have a team of 2 to 5 people for teams of 5 and 20 participants. In "leisure" events in various programs of "Teambuilding" without formative part, where we find events from 70 to 100 people we set up different operational bases distributing each base with a number of people / equipment, (initially predisposed and agreed with the responsible parties) where they go rotating by the different bases and in each base there is a responsible our who explains and helps with the information for the execution of each "test".
Madrid	Lucas	By accepting the planning offered to students and, later, acceptance by the college.	Hand lists, which distribute the tickets by PR teams, which disseminate them through their contact network.
Madrid	Emma Vernhes	Contact them by email and calling them. Also	We don't do much marketing.

		they have some regular clients.	
Madrid	Maria Luisa Castelo	Specific tools in which they register, collect the data and export it to an excel, manage payments with paypal or credit card and send them an automatic email with the confirmation of the registration and the specific data that must be taken into account.	Squared well the schedules and presenting them in a landing page where they could see the agenda, hotel data, currency of the country, who will talk, temperature, etc. The marketing department does it.
Madrid	Lorena	On our own website students can take a level exam and also register, by many do it in the office too	With our platform
Madrid	Iñaki Dominguez	Depending on the size, the days that cover, the specification of the public, there are many factors and depending on these factors, it will be executed in a way.	The tools they use are BBDD, Excel. In other special congresses, other sophisticated software technologies are used.
Madrid	Alicia	An invitation was sent by mail to the representatives of each autonomous community, and they will be distinguished by the division of the trips of each one	
Madrid	Bea	They usually do it on the phone or coming in person to our office	With a platform of the company, where everyone is signed in
Barcelona	Jose (n/a)	Mobile app	Mobile app
Madrid	Katya	The companies / agencies contact me	Usually I do not have contact with the participants. I usually talk with the

		directly and I do not have to do anything special. If they finally carry out the event I reserve the space they need and from there we will develop it.	head of the company (or communication agency) and with them I deal with everything related to the event.
Barcelona	Jose (n/a)	Depending on the case, it is managed by the organization itself or by using online tools	From the definition of the profile, we look to focus dissemination very well, as well as accompany the entire registration process, confirmation, reminder and subsequent evaluation.
Barcelona	Jose (n/a)	We made several information shipments, we must bear in mind that this is an internal event of the university. It is announced periodically, then invitations are massively sent to authorities. We have a Database that is permanently updated. It is a mass mailing of cards that are thinking of being sent, is to create an online form so that the person receiving the invitation can be	Normally, obtain a list, we have two lists: the first list people who will be part of the delegation (email, where they can come with the toga in hand, these people are quoted 3/4 of an hour before the act, so that from time to organize the entourage), the second person who has to go to the authorities room in the first and second row (they are cited by email half an hour before) to the rest of the audience are cited by email half an hour before.
Madrid	Gregorio		They use an stewardess company no manage el the registration and all the staff for the events.
Madrid	Pablo Ramos Gómez,	Entradium	Sale of tickets online, through entradium, and at the door.

	Álvaro Pérez and Iñigo Irondo		
Madrid	Alfredo	Emails with a registration questionnaire.	Internal pamphlets and emails that we send them with all the information and details.
Barcelona	Jose (n/a)	Municipal permits, requesting the public road license.	Giving them directions at the beginning of the event and remembering security measures, fencing the areas with danger by pyrotechnics.

Location	Name	How did you handle the event registration?	How do you manage the attendees/participants?
Madrid	Tomás Martínez	They invite customers by email and also give them the opportunity to sign up for contacts they still do not have on their website. Press releases.	They do their own marketing of the event and they select which media they want to use. And they also use their web and pamphlets.
Barcelona	Jose (n/a)	We do not have a registry of people, only with payment events, we use eventbrite. If a single link is paid on different platforms. If it's free we hang it on different platforms	Through the platform, we download the excel and we cross it out or with the application
Madrid	José Peláez	With QR codes or DNI.	By e-mail.
Madrid	Víctor Aidillo		Ask them to subscribe firstly in their internal web so they have an

			aproximated number of people that is coming.
Madrid	Javier Alfonso	Depending on the events and the request of the clients. Some of the events are handled through our clients website and some other through different apps like ticketea	Every participant is taken care of at every time. There is always a person to tell them where to go so they don't feel lost. You have to take care of them like a shepherd with his flock
Madrid	Asmaa Tif	As they are usually internal, with the list of attendees already closed, we send the invitations	At the moment of opening doors, it is key to control where and when people pass with a check in to bring the invitations and a list of participants
Barcelona	Jose (n/a)	In ESN we have an online platform that allows you to request a place to attend the event or not. The program generates an invoice.	The relationship with the participants is co-volunteered, they know what content they are going to see and that. All the events that we have in ESN are internal, all the people that participate in the events are associated, they receive the information through the usual channels.
Barcelona	Jose (n/a)	We did a doodle to know more or less the approach and we confirmed the assistants by mail.	We are organized by commissions. A recreational commission was in charge of organizing the activities. The commission of social organization was responsible for collecting clothes. Those responsible, were responsible for the management of participants.
Madrid	Neus Portas	Via mail or the same day of the event.	With excel, from the people who confirm by the different means (mail, telephone, in person or web)

Barcelona	Jose (n/a)	Depending on the case. Through agencies or people who come to see the space. For the type of site that is the nostre.	Whatsapp and e-mail. All day watching the mobile.
Madrid	José Luis Casal	Normally they're done by partners or an external agency; these 2 update me and the people involved about the registrations	I always count on an external agency who helps me with attendees by creating and giving them their personal credentials (accreditations)
Madrid	David Abreu	In-house platform.	In-house platform.
Madrid	Rosa Laviña	Email	Depending on the type of event, but usually with guest list
Madrid	Gloria Alonso	With our platform, first we send them an e-mail and after, they need to go to our website or app to have all the information.	Own platforms, real time chats.
Madrid	Kike Labián	With eventbrite, qr code.	Social networks and e-mail.
Madrid	Miguel Ángel	The registration of guests to all these events is very personalized because we have a captive market and we do it by phone and by email vis a vis	With excel
Barcelona & Madrid	Jose (n/a)	Through previous online form, registration fees and on-site form	Online, mainly through networks and mailing
Barcelona	Jose (n/a)	We manage it ourselves	We work with several online platforms, codeticket ...
Barcelona	Jose (n/a)	In our case they send us a list with the name of the	As a general rule there is always a "chief / coordinator" that accompany

		assistants and the charges; On occasion, they make comments on the people in the line of their "way of being" to warn us of the better options for them to work their "weak" points and let's help with it Likewise they indicate us in another list to part the subject of allergies to foods, or specific treatments.	(manager, responsible for HR, etc ..) and is the one who watches over them to the meeting point. From there, we try to offer them a good "welcoming" so that they feel comfortable and free to learn and in turn have fun. Depending on the number of attendees We have a team of 2 to 5 people for teams of 5 and 20 participants. In "leisure" events in various programs of "Teambuilding" without formative part, where we find events from 70 to 100 people we set up different operational bases distributing each base with a number of people / equipment, (initially predisposed and agreed with the responsible parties) where they go rotating by the different bases and in each base there is a responsible our who explains and helps with the information for the execution of each "test".
Madrid	Lucas	By accepting the planning offered to students and, later, acceptance by the college.	Hand lists, which distribute the tickets by PR teams, which disseminate them through their contact network.
Madrid	Emma Vernhe s	Contact them by email and calling them. Also they have some regular clients.	We don't do much marketing.
Madrid	Maria Luisa Castelo	Specific tools in which they register, collect the data and export it to an	Squared well the schedules and presenting them in a landing page where they could see the agenda,

		excel, manage payments with paypal or credit card and send them an automatic email with the confirmation of the registration and the specific data that must be taken into account.	hotel data, currency of the country, who will talk, temperature, etc. The marketing department does it.
Madrid	Lorena	On our own website students can take a level exam and also register, by many do it in the office too	With our platform
Madrid	Iñaki Dominguez	Depending on the size, the days that cover, the specification of the public, there are many factors and depending on these factors, it will be executed in a way.	The tools they use are BBDD, Excel. In other special congresses, other sophisticated software technologies are used.
Madrid	Alicia	An invitation was sent by mail to the representatives of each autonomous community, and they will be distinguished by the division of the trips of each one	
Madrid	Bea	They usually do it on the phone or coming in person to our office	With a platform of the company, where everyone is signed in
Barcelona	Jose (n/a)	Mobile app	Mobile app
Madrid	Katya	The companies / agencies contact me directly and I do not have to do anything special. If they finally carry out the event I reserve the space	Usually I do not have contact with the participants. I usually talk with the head of the company (or communication agency) and with them I deal with everything related to the event.

		they need and from there we will develop it.	
Barcelona	Jose (n/a)	Depending on the case, it is managed by the organization itself or by using online tools	From the definition of the profile, we look to focus dissemination very well, as well as accompany the entire registration process, confirmation, reminder and subsequent evaluation.
Barcelona	Jose (n/a)	We made several information shipments, we must bear in mind that this is an internal event of the university. It is announced periodically, then invitations are massively sent to authorities. We have a Database that is permanently updated. It is a mass mailing of cards that are thinking of being sent, is to create an online form so that the person receiving the invitation can be	Normally, obtain a list, we have two lists: the first list people who will be part of the delegation (email, where they can come with the toga in hand, these people are quoted 3/4 of an hour before the act, so that from time to organize the entourage), the second person who has to go to the authorities room in the first and second row (they are cited by email half an hour before) to the rest of the audience are cited by email half an hour before.
Madrid	Gregorio		They use an stewardess company no manage el the registration and all the staff for the events.
Madrid	Pablo Ramos Gómez, Álvaro Pérez and	Entradium	Sale of tickets online, through entradium, and at the door.

	Iñigo Irondo		
Madrid	Alfredo	Emails with a registration questionnaire.	Internal pamphlets and emails that we send them with all the information and details.
Barcelona	Jose (n/a)	Municipal permits, requesting the public road license.	Giving them directions at the beginning of the event and remembering security measures, fencing the areas with danger by pyrotechnics.

Location	Name	How did you collect registration fees and other payments?	How did you handle communication with the participant outside the event?
Madrid	Tomás Martínez	Paypal or credit card on their own web.	They invite customers by email and also give them the opportunity to sign up to contacts they still do not have on their website. They also do press releases. After the event the relationship is maintained if they get their name, phone number or email. They do refreshment actions and re-launch these clients. They make a database with these clients.
Barcelona	Jose (n/a)	With eventbrite. Transfers for suppliers	Eventbrite platform, RRSS.
Madrid	José Peláez	In the website.	Eloqua, online platform.
Madrid	Víctor Aidillo	They don't charge for the events as they are made for their own employees.	As they are internal events, they don't need to make any communication to the outside

Madrid	Javier Alfonso	Usually they collect every payment 50% ahead and the rest at the time of the event. They act like a bank and keep the money for their clients and give it to them after the event. Usually everything by bank transfer and card payments on web and in person.	They dont usually make any communication as the participants are brought by their clients. Other times they use externals data bases to reach for more and different public
Madrid	Asmaa Tif	The rates are made by contest, they send you a briefing with different rates and the address you choose based on quality response time and service. Registration fees are charged directly to attendees, as they are internal	Via Notes or posters, to reach offices and stores
Barcelona	Jose (n/a)	Through bank transfers or through income. Bancárias transfers for suppliers.	The communication with the participant is done through email, the participation part of the event.
Barcelona	Jose (n/a)	Previously we notified in the mail. That for the food tickets were sold, when they entered they bought the tickets.	The event we do is not separated from our project, we maintain contact with families
Madrid	Neus Portas	Transfer and in hand, the day of the event.	Via Facebook and mail
Barcelona	Jose (n/a)	Pop place. We do not have any platform. We are paid by bank transfer, invoice	By whatsapp and e-mail.
Madrid	José Luis Casal	Payments are also done through an agency or the partner: we collect a quote with all the expenses, then a specific budget is approved	Followup is done by the sales team

		by managers in our system with this quote attached, and we raise a Purchase Order to an external agency who receives the money and then pays the supplier (venue, catering...)	
Madrid	David Abreu	In-house platform.	Through communication agencies.
Madrid	Rosa Laviña	Payment is made through a municipal fee charged by the municipality	Email and especially by phone
Madrid	Gloria Alonso	Bank account, they register on our website, so they pay there.	Own platform.
Madrid	Kike Labián	Eventbrite.	E-mail.
Madrid	Miguel Ángel	We never carry out events that have any cost for the participants. TEA assumes the price	All the information and reception of information with the guests has always been done by telephone and personal or through email
Barcelona & Madrid	Jose (n/a)	Using Google forms and a payment platform	Participant / capacity: online Participant / speaker: personal / online interview
Barcelona	Jose (n/a)	Online and in the same day offline	Diffusion social networks, newspapers, specialized media
Barcelona	Jose (n/a)	In our case to be events of a day or two, we always charge for anticipated the event, leaving 10% at the end of it. Normally 50% to the hiring, 40% the week before and the 10% final at the end. If there is any cancellation / high / low	Normally they send us a written feedback in the week after the event where their opinions indicate us. We ask it as a form necessary to know and know the best and what would change or would improve to learn and adapt the models to the customer demands. Also at the

		specify the considerations in this regard.	end of each participant fill out a questionnaire with your validation of the event, and thus we obtain a feedback of each individually. Then we value them to know the index of satisfaction of the same and the aspects to improve, reinforce, change or promote.
Madrid	Lucas	With the entry the registration is included	Through Facebook, create pages for each of the events, and through WhatsApp groups. The novelties are commented, regarding the price of the entrance, posters and surprises of the event.
Madrid	Emma Vernhes	Transfer	They send them by email a newsletter ones a month and call them sometimes asking if they need anything.
Madrid	Maria Luisa Castelo	PayPal or credit card	Contact by invitation through emails and a web page with more information.
Madrid	Lorena	They can be charged directly on their account or come pay by the school	Via our platform
Madrid	Iñaki Dominguez	By means of an application for admission in digital format, income by transfer and they are issued an invoice.	Facebook, Twitter, web and by mail. They try to keep the public informed through different channels.
Madrid	Alicia	They give an account number to the participants and they send the registration request and proof of payment.	Via email, mainly, and, through the web page, both commenting on news to the event.
Madrid	Bea	By transfer or cash at the office	Via phone and whatsapp

Barcelona	Jose (n/a)	Banc account	Through email
Madrid	Katya	Usually I do not have contact with the participants. I usually talk with the head of the company or communication agency and with them I deal with everything related to the event.	Usually this is something I do not have to do
Barcelona	Jose (n/a)	We do not charge for attendance at our events.	Through email
Barcelona	Jose (n/a)	In this specific case there are no fees, normally we do not make events that there are events that have to register a payment, we do it through the electronic bulletin, you can do it with bank card and by e-bay. As it is normally done, we ask them to make an invoice to us, it is reviewed as agreed.	At the time they register, they receive an email confirming their participation in the event.
Madrid	Gregorio	With a payment gateway on their own web site.	With and specialized company and their own data bases of participants from before via mailing
Madrid	Pablo Ramos Gómez, Álvaro Pérez and Iñigo Irondo	Through the website of Entradium	Social Networks, mainly. Also, blogs and media, in which they are disseminated, through interviews.

Madrid	Alfredo	They are usually free.	Emails and sometimes a presentation video if it's something very important and big.
Barcelona	Jose (n/a)	Through public subsidy and other activities such as the bar counter.	Through social networks and informative posters, with propaganda posters.

Location	Name	How did you collect feedback from customers?	What information technology you use to manage the events?
Madrid	Tomás Martínez	Feedback and questions with physical questionnaires and other times they use online tools. In addition, it also analyzes the leads it has won and the impact it has generated on the internet.	They use excel, their website and emailing.
Barcelona	Jose (n/a)	We do not collect feedback, for some events we do typeform.	Eventbrite, Facebook.
Madrid	José Peláez	With calls, we had the sale goal.	
Madrid	Víctor Aidillo	Depends on the event, but mostly they collect feedback on an informal way. By talking to the employees or some employees go looking for them to tell them what they think. On other events they send out a survey to the participants to obtain feedback.	Their own internal website
Madrid	Javier Alfonso	With a post-event meeting with their client	Landing Pages, Bidi codes and an app for the press
Madrid	Asmaa Tif	With a survey tool that assesses the most important content events that are sent to attendees by email	Internet, social networks and some ad hoc app

Barcelona	Jose (n/a)	A feedback round is held during all the ESN events during the closing ceremony. All participants can also assess through a form that we send to all participants of the event.	As we have said, ESN has its own information transmission and management platforms. The information technologies that we use are developed through external companies and / or with the associates themselves.
Barcelona	Jose (n/a)	Within our project, we have a space with the families, where we were able to collect the evaluations of all the families that belong to us.	Google, Social Networks: twitter, Facebook, Instagram.
Madrid	Neus Portas	The day of the event itself and on Facebook	None
Barcelona	Jose (n/a)	By e-mail, we ask for information.	Whatsapp, mail.
Madrid	José Luis Casal	We give them a survey after the event which helps us understand their business need and when they expect to buy the product/solution which has been presented at the event. Also 1:1 calls are done by the sales team	Mainly internet and emailing
Madrid	David Abreu	With forms.	Everything we can!!
Madrid	Rosa Laviña	Phone and on the day of the event face to face	My personal database with all the information you need to know
Madrid	Gloria Alonso	Post-events surveys.	
Madrid	Kike Labián	E-mail.	

Madrid	Miguel Ángel	We don't	None
Barcelona & Madrid	Jose (n/a)	Online and offline satisfaction survey	From RRSS to own CRMs
Barcelona	Jose (n/a)	Through Facebook	Newsletters, bbdd, social networks and the aforementioned
Barcelona	Jose (n/a)	(Answered in the previous one); we always do a Briefing and a final debriefing to contrast the opinions of each of the participants, first of all what do you expect from this event and in the second place what they think and if they have obtained part or all of what they wanted.	In our case we only use information by mail. They are specific companies (not the general public) and contacts are personal and reinforced by agreements sent by mail electronic. In our case it is quite easy to administer events
Madrid	Lucas	People's comments for the Facebook page and in person, for the feeling of the people in the days after the event.	Excel, to distribute the budget.
Madrid	Emma Vernhes	We have a meeting with the company that contracted us and ask them about how it went.	Email
Madrid	Maria Luisa Castelo	Sheets with questionnaires, where the participants value the content, the organization and different aspects of the event.	Essential tool, registration, data collection and contact confirmation mail. Usually internal tools developed in their own way or google tools.
Madrid	Lorena	Face to face	Our platform from the English connection chain
Madrid	Iñaki Dominguez	Satisfaction surveys are done, both of the services and of the event and of the public. Data is	None. On the one hand, they offer headquarters and, on the other hand, they

		collected and statistics are made for audits in the case of fairs.	offer the services of organizers of the event with a good team, of technical profiles.
Madrid	Alicia	In person, they have a close relationship with the attendees and comment on it in the first person.	Mainly Excel
Madrid	Bea	Directly face to face	Our own platform
Barcelona	Jose (n/a)	web page, facebook, instagram ...	I do not use any technology.
Madrid	Katya	Talking to them directly	None
Barcelona	Jose (n/a)	Through the subsequent evaluation form.	Own tools created with the Microsoft Office package. Google tools. Other applications of diffusion, call and registration.
Barcelona	Jose (n/a)	In this type of event I do not know how to look for a feedback that has to remain consistent and there is no assessment or anything of the kind, at the end of the act a small cocktail is done to be able to greet the people who have attended the act of know the homenejead	It is a technology that is in the cloud, which meets the specific requirements of data protection. I do not remember what it's called. Web service combines databases with spreadsheets. Form site (attendance control) Email
Madrid	Gregorio	With a questionnaire by mailing	They dont need, as they have meetings with everyone every week to keep up with their work
Madrid	Pablo Ramos Gómez, Álvaro Pérez	Word of mouth, in person, and comments on social networks, Facebook, and Entradium.	Entradium

	and Iñigo Irondo		
Madrid	Alfredo	We don't	Excel and digital agendas that are used for the timings.
Barcelona	Jose (n/a)	Through social networks, they are personalized comments at the moment	Social networks