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EVENT MANAGEMENT

Organizing an international concert in Pietarsaari

Thesis

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ABSTRACT

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<p>The commissioner of this thesis was the International Worship Choir Finland (IWC) – a non-denominational choir registered in Finland under the ID number 223.111. The nature and style of the choir is international and dynamic. The IWC has a vision of promoting hope and unity among the congregations and individuals in Finland through music.</p> <p>The objective of this thesis was to provide a theoretical framework of managing a cultural event. Based on which an event was organized and evaluated for further development of the commissioner. The aim of this event was to carry out the commissioner’s vision. This international concert was organized on the twenty-fourth of November 2018 in Pietarsaari with the attendance of around one hundred and thirty people.</p> <p>The main elements of the theoretical framework were the matrix of best practices in event management, in which two elements were discussed. Firstly, the five managing processes: researching, designing, planning, co-ordination and evaluation. Then, the four pillar approach to event management of Goldblatt: time, finance, technology and human resources. A risk management plan was also suggested. Based on this theory framework, a project plan was given, which was followed by an evaluation on the pros and cons of the event.</p> <p>The methods used in this thesis were secondary research, observation, reflection and comparison. As a member of the IWC, the author was present and actively involved in every stage of the event. Thus, the evaluation was honest and realistic.</p> <p>The aim of this thesis was accomplished. A clear evaluation was presented that showed the author’s comparison on the differences between theoretical event management and reality. Most set goals were accomplished. The commissioner also took improvable elements into consideration. Overall, a realistic and modest view on event management, more applied knowledge and experiences on cultural event management was given.</p>		
Key words Event Management, Project Planning, Risk Management.		

ABSTRACT

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1 INTRODUCTION

Events are fundamental factors in both business as well as any other aspect of life. They provide a platform for product and services promotion, socialization, pleasure, etc. Culture has always been a spectacularly important issue to tackle with when it comes to doing business. Any desire-to-be-success businessperson must at least know a little bit about their business partner's culture. Thus, cultural event understanding and event management are crucial skills any successful businessperson should possess. In this thesis, the author provides a simple and comprehensive theoretical framework on event management, particularly a cultural event and a practical implementation of an event along with evaluation report. The aim of this thesis is to provide a realistic and modest view on event management and to demonstrate how theory application works in reality.

The millionaire question to answer in this thesis is how can all the elemental stages of managing an event intertwine harmoniously? This question will be discussed briefly in chapter two. Another classic yet fundamental question that this study is going to unfold is how big the differences can be between theoretical expectation and reality? The author will predict some possible risks, propose control plan and discuss a few smart tactics on risk management. The result of these tactics will be approached in more detail in the evaluation section after the event. And, the main course of this thesis, which is the evaluation and discussion on how theory application works in reality will be presented in chapter five.

The main sources of information used in this thesis are *Festival and Event Management: An International Art and Culture Perspective* (Taylor and Francis 2003), *Festival and Special Event Management* (Allen et al. 2002), and *Event Management: How to Apply Best Practices to Small Scale Events* (Damm, 2012). The object is to put event management theory into practice and draw a comparison between theory and reality in managing a cultural event. The author's ambition with this work is to get a hand on a practical project and gain some actual experiences from it.

2 EVENT MANAGEMENT

According to Sven Damm (2012), Event Management is the act of planning, organizing, leading, coordinate and controlling a group of people to attain a desire result in special happenings. Arcodia and Barker (2003) have sorted events into three main groups: business events, cultural events and sporting events. This study will focus on cultural events.

2.1 Cultural events

Culture is a gateway to a more comprehensive and sustainable community. A culturally rich community will attract more tourists who then lead to more jobs and more investment. Cities such as Barcelona or Edinburgh are good examples of communities that realize the economic possibilities of their cultural products and have set themselves up to support such.

In some parts of the world, cultural events have shown itself to be more competitive than major events in terms of economic and social influences. Culture shapes lives. It is no doubt that thanks to multiculturalism, people are able to enrich their knowledge on different culture all around the world. The social impacts of culture, and cultural events to be specific are enormous. An instance is the dragon boat racing festival in Hong Kong. Because of its great influences, the sport has been develop from a game in cultural festival to an international sport (Sofield & Sivan 2010). Cuisine all around the world also benefits from multiculturalism; because of immigrants who bring their traditional recipes abroad we are able to have pizza, taco, curry, spring roll and many other delicious dishes in places so far from the origin countries.

2.2 Special events

Special events are certain practices, celebrations, etc. purposefully planned and formed to mark special occasions or to serve particular social, cultural or corporate aims (Allen, O'Toole, McDonnell & Harris 2002). In the case of the commisioner, this special event category is applied for this event was intended for promoting a fresh vision of proclaiming diversity yet unity and hope in Finland through music. This concept of special event provides a guideine as rib bone for the event.

2.3 A matrix of best practices in event maangement

There are nine elements that make up the matrix of best practices in Event Management (TABLE 1). They are a combination of the five managing processes and the four pillars approach to success in event management of Goldblatt (Lee et al. 2017, xxiv).

TABLE 1. 5x4 Matrix of Best Practices in Event Management (Adapted from Damm 2012, 26)

	Research	Design	Planning	Coordination	Evaluation
Time					
Finance					
Technology					
Human Resource					

The five managing processes are researching, designing, planning, co-ordination and evaluation. Researching is the first step of processing the initial idea of the event. Researching suggests a basic agenda/framework for event manager to start working on the event idea. Secondly, designing is the part that requite some brainstorming and creativeness. In this process, the event manager must come up with how the event should be implemented so that it would be unique. Next, during the planning process, time and place for the event must be determined. After that comes the co-ordination. In an event, because of its busy nature, event manager cannot be everywhere monitoring at the same time, staffs or volunteer would be needed. The coordinators should be chosen beforehand and stick till the end. Last and not least, Evaluation helps reflect on the pros and cons as well as draw out experiences for later events.

The four pillars approaches to event management of Goldblatt (Goldblatt 1997; Lee et al. 2017, xxiv) are time, finance, technology and human resources. These four pillars are cornerstones for a success event. Neglecting any of these, the event manager is likely to face great challenges.

Firstly, time is a crucial issue in managing a good event. Time here can be referred to as the timing of the events, also how much time the event manager has to organize everything and also the time

management ability of the event manager. Timing is a pressing issue, which needs to be handled wisely and professionally. Every step of planning and preparation should be in good time.

Secondly, Finance is an important issue to keep in mind. Usually, financial issues to be considered in managing an event are overall costs of business, sponsorship. Event managers of the company usually conduct events that belong to a certain business and that business will pay for the expenses (overall costs of business). These events' purposes are often for promotion of brands or marketing. Sponsorship type of finance is for all kinds of events. However, in case of unexpected situations, event manager has to make sure if the event can still be possible without a sponsor, if there is plan B sponsor, and if sponsorship fits to the event and the organization (Goldblatt 1997).

Of the four pillars of Goldblatt, technology is the most important pillar. Technology here refers to overall code of conduct, entertainment, communication, benchmarking and location of the event (Damm 2010). Overall code of conduct, in other word, by which technological way the event would be conducted, is an important element to be considered. The event manager needs to identify the technology needed and make sure the staffs have been trained and know how to operate it. Next, entertainment is the heart of an event, during the designing process, event manager has to make it clear what is the goal of the event and how he/she would organize it, what kind of activities should be included so that the event would be a creative and unique in terms of content. Success in communication signifies the success of the event. During this part, internal communication between the organizing team and external communication with the attendees must be smooth. Many things have to be taken into consideration in this. For example, if the attendees are of different age groups, how should the event communicate to them in such a way that all can be benefited and enjoy. Benchmarking is basically what formula or methodology is used in estimating and calculating for the event. And location is also an important issue to be considered from the beginning of the event. Venue for event must have the capacity to fit all the estimated number of guests (even extra). It also needs to fit with the concept and budget of the event. Parking places, kitchen, sound and equipment also needs to be sufficient (Lee et al. 2017, 11).

And last but not least, human resource is a must in any events. Either volunteers or staffs, the operation teams must be located right in the beginning of planning the event. That team would be the one who stick till the end with the event manager. Because in an event, there are many steps and procedures to follow, and as the event manager cannot be everywhere at the same time, a committed operational team would be a big help, indeed a must.

2.4 Harmony in event managing stages

The soundness and closely intertwinement of all stages in managing an event is fundamental to a successful event. In their book, *Festival and Events management* (Taylor and Francis 2003), a cohesive model of special events management was presented, in which they discussed the connection between four core stages of managing a special event (FIGURE 1). These four stages are Decision, Detailed planning, implementation and evaluation. Each stage links to one another respectively to form a harmonious circle. At the start of the process, a management board is established, who would pass a decision based on aims and objectives of the event. After decision is passed, detail planning takes place where the content of the event is designed, along with its objects, financial analysis, marketing strategy, human resource management, etc. The next stage is implementation, where the detailed plan is carried out. The final stage is evaluation. This stage come right after the event finishes and the evaluation report will be bridged directly to the first step of the decision making, the process keeps on flowing. Here feedbacks are processed, good ones in and are kept up, bad ones received with solemn repentance and improvement for future events.

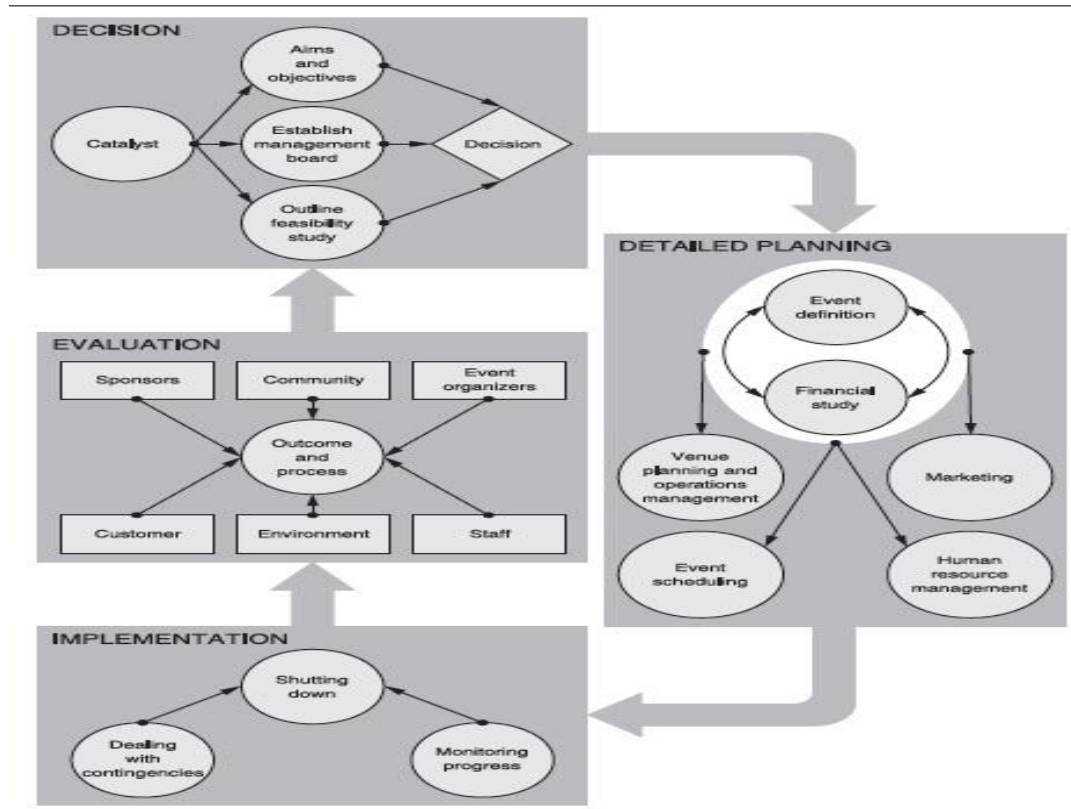


FIGURE 1. A unified model of special events management (Adapted from Yeoman, et al., Taylor and Francis, 2003, 15)

3 RISK MANAGEMENT

Risk is unavoidable in any circumstances, especially management, in this case event management. A detailed plan may go one way, reality in implementation may take off at a slightly-off-the-landmark or in surprising cases, totally off the landmark. With some years of experiences on organizing small-scale café event and volunteering in operating event, the author has identified some potential risks drawn out some lessons of risk management.

3.1 Identification and control plan

The author predicts potential risks this event may face concern health and safety, crowd management, security or transport (Berlonghi 1990). Regarding health and safety, due to the loud volume and the big crowd, there may be risks of suffocating or harms to little children's hearing. Crowd flows, noise control, alcohol usage, etc are among the risks concerning crowd management and security. Transport risks revolve around deliveries and parking issues. More than half of the choir members reside in Kokkola and many do not have own car. And, parking places at the venue may not be sufficient for over one hundred attendees either.

As approach to risk control, the event management team proposed some control plans bellowed. Two assigned volunteers will provide earmuffs for little children or elders at the entrance; doors to main halls and entrance doors are opened for a few minutes every hour for fresh air and noise prevention. Between the main hall and entrance door, there is a free space with some set of chairs and tables. Two volunteers are assigned to take care of little children and one for security control when the concert is going on. Hence parents of little children are released to enjoy the concert as their children have fun with one another. In order to avoid jamming at the end rows and empty front seats, one volunteer is assigned to direct crowd flow at entrance (Allen et al. 2002, 281-282).

3.2 Risk management

First and foremost, ability to remain calm is crucial. When unexpected situations arise, panic can lead to unnecessary concern and bad approach toward quick decision. In order to remain calm, event manager

and management team should change their focus, not on the negative and wrong things, which may happen due to some unexpected factors. But rather on how these factors can be utilized and turned around for good, to benefit the event. For instance, at a promotion event of company A's new product series, the programme includes some performance of a certain singer. However, the event is one hour behind the schedule and the singer is nowhere to be found. In such case, this risk can be predicted and the answer to this can be a good master of ceremony and honesty toward event attendees. Clever master of ceremony can make such cases interesting and memorable as event coordinators get in touch with the singer. Spotting the potential wrongs, which may happen and arrange emergency team who can tackle the problem calmly, is a wonderful idea (Allen et al. 2002, 281).

Next, thinking outside of a box is a good practice. One common mistake when it comes to risk management is inflexibility. Event managers usually make the mistake of assuming everything will happen inside their box of imagination. However, this is not a healthy practice. It prevents creativity from flourishing. Best tactics the author suggest: stepping out in faith, plan and work hard to implement the detail plan as good as possible, prepare for risk and just head up and face it calmly on spot (Clayton 2011, 142-145).

4 PROJECT PLANNING

The name of the special event project in this study is Worship the King edition 3, feature International Worship Choir Finland (IWC). This special happens once a year; it marks the celebration of gratitude in an international and multinational atmosphere. International Worship Choir Finland was established in 2016 with more than twenty choristers and instrumentalists from all over the world who are residing in Finland. In 2017, the author was privilege to join in the choir as a chorister. The first and second edition of the concert took the public by storm. The event venue's capacity was around sixty seats. However, both years witnessed the presence of more than a hundred attendees. These are positive signs for a successful concert this year, 2018. This time, the author gets that honour to work with the IWC team again passionately in hope that this special event will leave a legacy of gratitude in the heart of the people.

4.1 Objectives

The positive impacts of special events can be shared experience, introducing new and challenging ideas or expanding cultural perspectives, etc. (Allen et al. 2002, 26). The objectives of this special event are within these categories, which are sharing cultural experiences in terms of music, introducing an explosive declaration of faith and gratitude in Finland as well as expanding the open-mindedness of cultural perspectives. Bringing unity back into the church is also one main objective this event is looking forward to. All nations, all colours, all races can be unified together through music for a special encounter. In fact, this International Worship Choir is one of the pioneer international choirs in Finland. The vision and future of this special event is promising.

4.2 Detailed planning

4.2.1 Venue, time, scale

The venue of the event is JKC, Jacobstad Kristina Centre, Kanavapuistikko 21, 68600 Pietarsaari. This used to be an old theatre, now a church. The place is beautiful and well-equipped with high-quality

sound system. Sharing the same objectives of positive impacts, the pastor of the congregation made the venue available for the special event, free of charge. The capacity of the place is about one hundred and fifty seats.

Time of the event was scheduled to be 24 November at 18:00. The reason for this arrangement is because many of the choristers have plans to go home and visit their family in December. The last week of November is the best time for everyone.

4.2.2 Budget plan

Income	Amount	Expenditure	Amount
General Fund	300€	Venue	free
Donation	100€	Guest singer travel expenses	70€
Choristers' fund	25x30€	Uniform attire	25x30€
Offering	?	Food and drink	100€
TOTAL	1150€	TOTAL	920€
SURPLUS 230€+			

The offering is unpredictable. The IWC team has agreed that fifty percents of the offering will go to the venue as an offering to the church. The rest will go to the IWC general fund for further use.

4.2.3 Human resources

The IWC human resources were planned and divided into five departments. Firstly, the music department consists of four instrumentalists. Secondly, choristers department consisted of fifteen choristers. Then media department led by one leader who are in charge of all his cameras equipment and media-wise spheres together with his volunteers. Next, technical department consists of two mixers and one secretary who was in charge of showing lyrics and song timing. And last but not least, rear-side

volunteers. The human resources are people who are passionate for the vision of this event. Therefore, the reliability rate is high. Moreover, most of the team has work together for at least one year already.

Musical-wise, the choir was scheduled to rehearse every Friday evening. The music department was in charge.

4.2.4 Marketing plan

Marketing campaign is to be launched at the last week of October. Not too early, not too late. The media department is in charge of designing poster. The whole team approaches through popular means such as social media (Facebook, YouTube), distributing the posters to local shopping centres, schools, churches, and most effectively, word of mouth, through direct invitation.

So far on social media site alone, the event has received sixty-nine responses, twenty 'going' and thirty-five 'interested'. The venue is expected to be packed.

THE INTERNATIONAL WORSHIP CHOIR PRESENTS

Worship the KING

EDITION 3

Harri / FINLAND

24.11.18
la 18:00

Granger / USA

Odee / NIGERIA

VENUE: Jakobstads Kristna Center | Kanavapuistikko 21 | Pietarsaari

FIGURE 2. The Event Brochure (Copyright © Kirsi Saarikalle-Njoku, permission granted 4.11.2018)

5 EVALUATION

In this chapter, the author is going to report in detail what took place at the event venue. On the 24th November 2018, The International Worship Choir Finland hosted the third edition Worship The King concert in Pietarsaari. The event was planned to last 3 hours. The timeline of the event was planned as followed:

INSTRUMENTALS

Introduction and Opening prayer – Odee

Section one (18:10 – 19:00)

Take all the praise – Bobby

So good – Njita

You are able – Stephanie

Guest artist – Harri Kiviniemi

INSTRUMENTALS (Break, offering)

Section two (19:00 – 20:00)

Vung An – Ti, Paula, Kirsi, Marjo

The name of Jesus – Love

Nara – Bobby

Guest artist – Granger

Living in the overflow – Marjo, Kirsi, Harri

Father, Jesus, Spirit – guest artist Odee

INSTRUMENTALISTS' rendition of Amazing Grace

Section three: (20:00 -21:00)

African' praise – Bobby



FIGURE 3. The Programme Leaflet (Copyright © Kirsi Saarikalle-Njoku, permission granted 4.11.2018)

5.1 The chronicles of activities

16:00 Technical team and musicians arrived for technical system set up and sound check

17:00 Choir arrived

17:50 Audience started coming (musicians played)

18:10 Audience were still coming

18:03 Meeting started, Odudu Equere, announced FB live

Volunteer handed earmuffs for the elders and children at the entrance door

18:15 Section one started

18:45 Section one ended

Break: offering (instrumentalist played)

19:02 Section two started

20:00 Section two ended

20:10 Section three started

21:00 Section three ended and event closed

5.2 Evaluations and Discussion

Two questions were set in the beginning, how could all the elemental stages of managing an event intertwine harmoniously? And how big the differences can be between theoretical expectation and reality? After the implementation stage of this thesis, the author is confident these two questions were answered at some certain degrees.

The important elements in question are, firstly, the five managing processes: researching, designing, planning, coordination and evaluation. Secondly, the four pillars approaches to event management of Goldblatt (1997), which are time, finance, technology and human resources. These two together made up the 5x4 Matrix of Best Practices in Event Management (TABLE 1).

TABLE 1. 5x4 Matrix of Best Practices in Event Management (Adapted from Damm 2012, 26)

	Research	Design	Planning	Coordination	Evaluation
Time					
Finance					
Technology					
Human Resource					

The application of the five managing processes theory was smooth and overall, practical. All the small processes linked and supported one another. Theory suggests a basic agenda/framework in researching stage, some brainstorming and creativity in designing stage then administrative skills in planning and delegating tasks to coordinators, and last but not least evaluating stage lists the gains and learned of the events for later advancement. These managing processes were applied practically thought out the event,

except that the researching stage was skipped since this event was the third time this concert was held. The researching was already done before in the first and second edition.

During the second stage, which is designing, the team made some changes. Unlike the first and second edition, this third edition was advertised two months prior to the performing date on different platforms, especially by interviewing earlier participants. The short interviews of about three to four minutes each were public on IWC social media accounts about one month before the event took place. This new move drew the attention of the crowd, which resulted in a boost in participation and many invitations to perform at various locations all around Finland for the Choir. For instance, on the seventeenth of December 2018, the Choir was invited to perform at Purmo Baptist Church's yearly Christmas event. Additionally, the IWC has also received invitations to perform on twenty-four of February 2019 at Methodist Church Pietasaari, sixteen of March at Pietasaari Lutheran church and at and Easter Conference event in Jyväskylä on the twenty-first and twenty-second of April 2019. This proved a success of this event in general and for the first steps of fulfilling the IWC's vision in particular. This accomplishment also pleased the commissioner of this thesis.

Planning and coordination stage went hand in hand through out the preparation of the event. Everything that was planned was immediately delegated and handed over to a willing coordinator or a volunteer. For instance, in the media team, the recording task required four cameramen, one front camera, one side camera, one camera on the attic and one for Facebook live streaming. Therefore, Mr Blessed who is the media team leader looked and found in advance two volunteers who worked one with the front camera and Facebook live streaming and another with the attic camera as he took care of the side camera and recording microphones system.

Evaluation was accessed at the end of the concert. The whole team met together and accessed what was achieved and what could be improved as well as appreciated one another for all the efforts and contribution. The team also had some friendly discussion with some participants and inquired from them on how they felt about the concert. Overall feedback was positive, participants from different countries reported that they enjoyed the atmosphere, especially the songs performed in different languages (The first song in section two were performed in Vietnamese, Finnish, Swedish and English and the African praise was in African Igbo and Yoruba language). The performing style was also something they enjoyed. At the end of the concert, during African praise part, almost all the audience stood up and joined the dancing. The melody was catchy and the musicians did a noble job, especially during the break between every section. They kept audience entertained and eliminated awkward

silence in between. The sound and visual technology team also did a great job. Sound intertwined perfectly, there were no technical fault throughout the concert. In between the songs, there were some parts that some supported singers' microphones were a bit louder than the lead singer and the adjustment was quite behind (mostly because the mixing system at the event venue is automatic whereas our mixer is more familiar to manual mixing table). However, it was just a small detail and the team has taken note of it for later improvement. Concerning visual effect and recording, the team applied Public Address system (PA system) for quality sound and live recording in sixteen channels. PA system is an electronic system comprising microphones, amplifiers, loudspeakers, and related equipment. ... The term, sound reinforcement system generally means a PA system specifically for live music or performance. Sound recording is also done with other devices like the Zoomh6 and sound straight to the cameras. The stage and lighting is also task that is allotted along with the PA system preparation. Timing of the event was perfect. Timing issue was a concern due to the intercultural aspect of the whole team. Even during rehearsals, some cases of coming late were recorded as well as songs timing. Almost every rehearsal ended later than planned time. Luckily, during the event, the song timing and divided sections started and ended in around planned timeline, should there be time variation, it was just a few minutes, which was totally acceptable. The whole event was rounded in three hours. Overall, feedbacks from participants and the team members are good and constructive. The IWC team made a promise to improve the whole team's performance on time management and technical control.

The application of the four pillars approaches to event management of Goldblatt (1997), which are time, finance, technology and human resources are also helpful to some extent. The guideline of these four pillars in theoretical framework did govern how this event was implemented. Firstly with timing, as mentioned in theory framework, timing is a pressing issue, which need to be handled wisely and professionally. Every step of planning and preparation should be in good time. This was applied the best in setting the timeline of the concert. As indicated in planned timeline and real chronicles of activities, the event happened as planned. There were a few minutes variation between the sections, but overall acceptable. The project team faced some challenges with timing issues as a team in a cultural sense. Because the team consists of members from different cultural backgrounds all over the world, timing mindsets differ. As a result, during some rehearsals, some cases of being late were not a surprise. Even before the concert started, the team failed to contact one chorister who played a vital part in the Alto group of the choir. This incidence caused dismay within the team on whether he was ok or in danger, who was to replace the man and the unbalance sound if the choir were to sing without this key Alto

singer. Luckily, just fifteen minutes before the concert started, this member showed up. The team felt released.

Next, the second pillar - finance, as described by Goldblatt (1997), is an important pillar to keep in mind. Is the event business-based and funded by a business or sponsorship? Or is it a cultural event? And how is it funded? In response to those questions, this international concert is a cultural event. Some anonymous sponsors, choir members, some friends and partners who share the same vision of spreading hope, joy and faith in Finland generously provided everything, from event venue to instruments and technology systems, etc. As mentioned in project plan, the choir has not got a business ID at the time the concert happened. Hence, collecting offering is not permitted. During this concert, the offering went to JKC as a gift to the church for their generosity of hosting the concert. In January 2019, the IWC got its Business ID, which certifies its legal identity as an organization in Finland. The business ID of the IWC is 223.111. This allows the choir to collect offering for building up and advancing its activities henceforth. This aspect will be discussed more in the discussion section.

The third and most important pillar - technology, was a hit in the event. Despite the fact that the event is still new, it carries a big and noble vision. Hence, the technology used in this event was something the IWC can boast about. Concerning visual effect and recording, the team applied Public Address system (PA system) for quality sound and live recording in sixteen channels. Sound recording is also done with other devices like the Zoomh6 and sound straight to the cameras. The stage and lighting is also task that is allotted along with the PA system preparation. Various media tasks and subtasks are involved in this project. These are the preconcert task, concert task and the post concert task. There are some tasks that run through the whole project duration. Media task has the video and sound production. These two tasks also have preproduction, production and post-production. Some smaller projects before the concert are also involved in this media production task. These projects are various video promotional videos, which are rolled out before the concert day. In these videos, the media team interviewed some participants of the previous concert about their feeling in the last concert and expectation for the upcoming one. Each promotional video lasts about three to four minutes. These videos captured the attention of the crowd, which resulted in about one hundred and twenty audiences (the venue's capacity is one hundred and forty-five seats). Some came all the way from Oulu, Vaasa, Uusikaupunki or Helsinki, etc. Post concert tasks involving some short recordings of the songs performed at the concert. These short clips are launched on the IWC social media sites. These clips received an impressive amount of views. As a result, the IWC receives many invitations to perform at various locations all over Finland, such as Purmo, Jyväskylä, Pietasaari, Kokkola, etc.

Last but not least, human resource is a strong pillar, which held this event firmly. The IWC is proud to possess an international, active and whole-hearted team. Without the dedication of all the team members as well as friends and partners, this event would not come to pass. One aspect the author discovered after this event. Encouragement plays a key role in every stages of the implementation of this event. The team performed two hundred percent better after the leader group's encourages, especially before show - time. Of course not everyone was perfect. But the more the complement on the good parts and wisely contribution on the improvable parts, the better the performance.

The author noticed two areas require more attention; these are time management and administration. As mentioned earlier in the evaluation section, time – management as a concept varies upon different cultural perspectives. The fact that the commissioner has an international team adds more to this challenge. Administration is another area to be improved. The author noticed, most times information aer communicated too late or not clear enough, which led to misunderstanding and confusion. Hard as it may be, these challenges can be dealt with. Firstly, from the top management board, examples have to be set. Then, plans should be informed long before hand and updated frequently. The author suggests also team-building meeting. Every now and then, the whole team should meet together for socializing and building up bonds between the whole team. Even when there are no up-coming concerts, the whole team can still get together and practice new songs.

The commissioner made online registration of the IWC to become an association. Mr Blessed was chosen as the Chairman of the Board, vice chairman is Mr Gideon and Teija Hietala was chosen as a secretary. Reserve member is Emmanuel. All of these have the right to sign legal document on behalf of the Choir. Mr Gideon is honored as the Music Director, Mr Bobby Rich the Assistant Music Director, Mr Emmanuel Isong the International Service Coordinator, Mr Blessed Eghosa the Media Director and Teija Hietala the Secrectary. This action legalized the IWC as an Association and allowed it to collect offering for example as well as registered members.



FIGURE 4. The International Worship Choir Team (Copyright © Blessed Eghosa permission granted 2.12.2018).

6 CONCLUSIONS AND DISCUSSION

The aim of this thesis was to provide a realistic and modest view on event management and to demonstrate how theory application works in reality. The author's ambition with this work was to get a hand on a practical project and gain some actual experiences from it. The methods used in this thesis was providing a quick and simple framework of how an event, particularly a cultural event, how it is organized and managed then implementing the project plan and providing an evaluation report afterwards. This evaluation thus will become a reference for future advancement of the commissioner, in this case, the International Worship Choir Finland. The result of this thesis is overall successful. Almost all the set goals were accomplish, some even exceeded the expectation of both the commissioner and the author of this thesis.

To sum up, overall performance of this project was good. The theory framework was useful and practical. It gave a clear and practical guidance and governed the whole implementation process. The author would recommend this framework for any association that is aiming at organizing a cultural event. There was, however, no clear boundary between the stages no matter how well in advance it was planned. Risks happen. Besides detecting and predicting risks management, tolerance and flexibility are needed at all time, especially in this case when the team is diverse and international. Two areas, which require more attention, are time management and administration. By setting example from the managing board, team – building activities and encouragement as suggested, the author believes the IWC shall improve and eventually subdue these challenges.

The result of the event showed positive signs, which encourage the vision of the commissioner to proclaim diversity yet unity and hope in Finland through music. Additionally, many invitations, which the IWC received after the concert, also showed green light that this vision is possible and worth the attempt. If the commissioner needs tools for further development, I believe this study gives helpful information and evaluations supporting the vision.

The main source of information used in this work was based on books and e-books provided by Centria library. Mr Blessed Eghosa – the IWC Media Director, provided pictures for references. For additional study on festival and special event, I recommend Festival and Special Event Management book (Allen et al. 2002).

GRAPHS, TABLES AND FIGURES

TABLE 1. 5x4 Matrix of Best Practices in Event Management (Adapted from Sven Damm 2012)

	Research	Design	Planning	Coordination	Evaluation
Time					
Finance					
Technology					
Human Resource					

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