

## **Finding ways to reduce costs in the planning phase of an event**

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## Abstract

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<p>Meet Me Halfway a festival is a cultural event that took place in the autumn of 2021, in Kontula. This festival was produced for the first time, with the purpose to promote equality and gender neutrality. The thesis process started in August 2021, along with the planning phase of the Meet me Halfway festival.</p> <p>The initial aim for this thesis as a topic was to produce the Meet me Halfway festival on a zero budget. However, throughout the planning process, this subject was reframed to, find ways to lower the costs during the planning phase. The authors of this thesis were involved in the organizing and implementation of the festival. The festival took place in October of 2021 and was held for two days (15<sup>th</sup> and 16<sup>th</sup> of October).</p> <p>This is a product-based thesis. The main aim is to find ways that the costs can be reduced, mostly in the initial phase of the development of the event or festival. In the same way, it will be described more in-depth the budget, common costs, and the several groups of people that can influence the decision making while in the planning phase of this one. Moreover, it will be discussed what is needed to be taken into consideration while planning an event at a low cost. Briefly, it will be mentioned the stages of the event planning phase of the festival Meet me Halfway and the phase to achieve the aim of this thesis based on the experience of the authors. Further, it will also be mentioned the topic of sustainability at events and lastly the volunteer's well-being.</p> <p>This will help and support the event planners to avoid common mistakes and create a proper plan of the budget already in the planning phase. As a result, the outcome of this thesis can be useful for any event planner who aims to save money or has a tight budget, and their goal is to reduce the costs.</p>	
<b>Keywords</b> Solutions to reduce costs, Event Management, Budget in an event, sponsorship, volunteers, stakeholders, zero waste, sustainability	

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# 1 Introduction

According to the Britannica Dictionary (2022), finance is the process of raising funds or capital for any kind of expenditure. In other words, finance relates to every sort of way a company acquires money. However, throughout this thesis, finance will be seen from the angle of the event industry. For many event organizers, finance is not considered a priority and they ignore the fact that this is fundamental for the development of the event. In a few words, it is the heart of the event. Hence, understanding the importance of the concept is simple. Undoubtedly, its purpose is to pursue and accomplish all the goals to deliver the planned event and the concept of this one. Despite that, finance in events can be a big concept to cover. Having said that, this thesis will be separated through different concepts having relationships in the scope of finance. Starting first with the concept of a budget. Being an essential step in the development. Followed by this, it will also be discussed the groups that are part of an event, their relation can impact in various ways, as in the decision making.

This thesis aims to help all types of event organizers, who are focusing on lower the costs of an event.

As was mentioned previously, often it tends to be overlooked the budget, starting with a basic list of expenses. Seen from different perspectives, the main objective is to attract as many attendees as possible. Even so, if the budget is not taken seriously in the initial phase, this can influence the day of the event by not accomplishing the expectations of the attendees. In a way that while not having control of the expense, it is easy to forget essential key factors.

The aim of this thesis emerged, throughout various meetings with an NGO before the decision-making over the topic of the thesis. This NGO, guide us to find the right person, who was finding a way to lower costs in an event happening in October of 2021. This is how the authors of this thesis, got to know the commissioner party, Hannah Hietala main founder of the concept of the Meet Me Halfway festival.

Hannah and her friends had the idea to create an event for artists that wanted to express themselves by breaking the various stereotypes. This is how the authors of this thesis, take part in the planning process of the event and the days of the event. This festival is produced for the first time. With the purpose to be repeated on an annual based. This is how the authors of this thesis together with the event organizer get to the conclusion to minimize the costs of the event. To Hannah Hietala, it is the first time she develops an

event of this type. Therefore, each expense should be controlled, but at the same time should be seen as an investment. Throughout this thesis, it will be discussed, how it was taken the subject of lower the costs of the festival and how the authors of this thesis supported and executed the ideas that emerged from the beginning.

## **1.1 Objectives**

The objective of this thesis is divided into three parts. The first one is the goal to decrease costs in the event of Meet Me Halfway. The second is to provide support throughout the planning of the event and during the event. In addition, to advise the event crew and organizer on all related recommendations on how to lower costs. This advice would be based on the research made for this thesis. Therefore, from different academic references, etc.

To carry out the objectives of the present thesis the following methods will be used. The use of academic reference is mostly based on the literature on the topic of the event budget, event planning, and the different departments that an event can be affected by its finance. For example, stakeholders, sponsors, and volunteers. In addition to the development of research to identify the areas in that finance can be impacted. The authors of this thesis will provide support throughout the planning of the event and during the event as consultants on the various ways that could decrease the costs. Including, the recommendation on the correct way to develop a having a fruitful relationship with a sponsor (as an example), based on the made literature research. At the same time, the authors will be taking part not only before the event by advising and finding ways to decrease costs, but they will also take part in taking care of the team leading of volunteers, advocating their tasks during the event, and finally to pursue the responsibilities of the team leading having smooth communication between the crew of Meet Me Halfway and volunteers.

## 1.2 Meet me Halfway Festival

Meet Me Halfway Festival is a non-discriminatory event. It is an artistic and cultural event that takes place in Kontula, east of Helsinki. The festival offers music, graffiti, yoga workshops, and other activities. The goal of the festival is to promote and create awareness of equality and gender neutrality. More in-depth to reduce racism, age discrimination, sexism, heterosexism, and transphobia between others. The event organizer for the festival is Hanna Hietala, a young woman entrepreneur who is passionate about events. During the beginning of the summertime of 2021, Hanna Hietala and her work friends had the idea to have a festival this is how the idea of creating Meet me Halfway becomes official.

The main aim of the festival, while in the development of the creative concept, was with the purpose to allow underground artists to become visible and heard, displayed in a form of a gallery, or have a performance in front of the attendees.

The festival promotes the art of graffiti among other types of art. In addition, presents a variety of workshops for different ages. Some of these workshops are such as graffiti, yoga, and meditation. While having panelists discussing the topic of equality.

The event was organized in Kontula, with the purpose to prove that such festivals can be organized in eastern Helsinki, aside from the City Center, so thereby it drops the stereotypes about eastern Helsinki as being a dangerous place to be.

The founders of Meet Me Halfway are Hanna Hietala and Linda Mangoko, and the crew members of this festival, were Jules Sanchez, Eevi Tolvanen, and Emmi Pesonen.

## MEET ME HALFWAY EVENT

### Organizational Chart

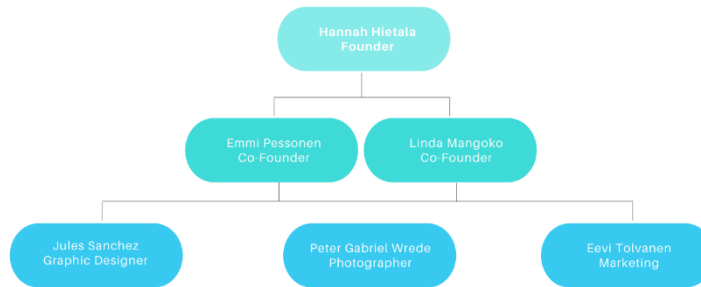


Figure 1. Organizational Chart of Meet me Halfway (2021).

### 1.3 Thesis Problem

The main common mistake in the initial phase of an event is to neglect the importance of having a clear view of the budget. Somehow a spreadsheet that can determine and help to identify the type of possible costs that can occur. Consequently, affecting the preparations of this one from the different departments of the event, impacting from contractors to attendees. In other words, creating an impact on the day of the event with an unwanted outcome.

The value of an event itself regardless of the profit it can make, would always be impacted by the decisions made during the planning phase. Therefore, it is necessary to take a moment to create a list of costs that could potentially happen during the event. Although this can be complicated to determine in the planning phase, this can be estimated.

In the case of the Meet me Halfway festival, the initial idea was to become part of the “Juhlaviikko”, unfortunately, this did not happen. Hence, the determination of making the event to become official took them, to their second plan of action the application for a grant. After the application for the grant, the expectations for the crew members were high and optimistic, anyhow the application for the grant did not proceed due to the limited time for the days of the festival (the festival was planned to take place in October 2021).

At any rate, this led the event organizer to contemplate other options being this a zero-budget event. A few weeks after, the commissioner and event organizer Hanna Hietala gets in contact with the authors of this thesis, with the purpose to contribute to the financial perspective of the festival. The main priority was to find several ways that could be some costs cut. Fortunately, the authors and commissioner start finding out various ways

that could decrease their costs and therefore make the festival happen in a short time. The total amount for the planning phase was two months to produce the festival, the most significant way to decrease the costs of Meet me Halfway was by finding as many sponsors as possible (as one of the ways to cut costs). The sponsors will provide donations for the execution of the event days.

The guidelines for the discovery of the ways to cut costs in the event of Meet me Halfway were considered and discussed with the commissioning party and its crew members. The event organizer facilitates the process by having previous research made on the actual type of needs for the festival. Based on this research given by the commissioner, the authors of this thesis and two crew members of the festival created a vast list divided into 3 regions (Helsinki, Espoo, and Vantaa). The list counted various categories, from food to materials for decoration for the festival days.

#### **1.4 Project Description**

Finance is the engine of an event to produce it. The main purpose of the topic of this thesis is to reduce the costs from a general perspective of any type of event. Mainly focusing on the private and corporate events. As mentioned previously, the aim is to find the ways an event can lower the costs and therefore become a low-budget event. Together with the commissioner of the Meet Me Halfway festival, had a common hypothesis over the fact that it can be possible the creation an event with almost a budget of 0€. Being the Meet me Halfway Festival is the event that could prove and therefore support the event organizers who would be aiming to cut the unnecessary expenses. Unfortunately, a budget of almost 0€ for any type of event can be difficult, specifically when it involves a two-day event (festival). The authors of this thesis face the problem of not being able to demonstrate to the commissioner a zero-budget event. However, the authors decide to reframe the topic and take it from another perspective, being the following “ways to lower costs in an event, “Meet me Halfway”. Throughout the outcome of the planning phase, it was clear that any type of costs lists or a budget spreadsheet can lead to costly mistakes. The importance of the creation of this one is to permit that the festival can have a repetition regardless of the profit made.

Therefore, the purpose is to facilitate mainly to the event organizer what are those costs that can be cut from the different groups of people that can affect the overall outcome of the event and therefore the profit.



The target group of people for the thesis is all those event organizers in the private and corporate sectors. This type of target group often has a limited budget and is in constant need to find ways they can cut costs and make it feasible according to the predetermined budget.

The methodology of this thesis was through a literature review as the root to develop and advise to lower costs in the event planning phase. At the same time, to present the fundamental groups of people that are important through the finance of the event. Such as sponsors, volunteers, etc. Overall, our advice towards the event organizer was based on the literature review and academic books.

## **2 Literature Review**

This section is intended to facilitate the reader on the understanding, from an angle that derives from the aim and objectives of this thesis. Therefore, it will start with the subject of Financing as being the engine of an event, regardless of the theme or topic, a general preview of the term and how it is applied to the event industry. More in-depth into the financial side of an event will be explained the importance of a budget during the initial phase of any type of event.

Furthermore, it will be discussed the different groups that are essential to the planning phase, accordingly to the finance of an event. The type of groups that are introduced through the chapter is the following: Stakeholders, Sponsorship, and Volunteers. Lastly, I will be cited topics on how to reach more attendees and how can this be beneficial for a low-cost budget. For example, using event marketing on social media. In the same way, sustainability will be also mentioned as a term and the benefits of having a sustainable event, and that as being a possibility to cut unnecessary costs.

### **2.1 Finance**

As stated by Getz (2019) there is little research on the event as a business or from a business point of view. Many of these events are being used in the public domain. In other words, events have not been subject to many business management principles, or somehow, they do not believe to run the event as if it was a business. However, all events must ensure, manage, and account for their resources. The main mistake is that while not having control of this, it can take the event to an event failure.

According to Salama (2021) tracking expenses is an important aspect when managing an event. The happening of an event involves different areas during the planning phase and the process of it. All areas are incredibly important. Hence, the finance is the motor for the event produced. Undoubtedly, it may be one of the hardest aspects while preparing and delivering the event. (Kaspar, Kaiser & Beech 2014).

As said by O'Toole (2011) the main aim of the budget is to reach and give an overview of the expenses of the event. Furthermore, finding the right event "topic" will give an overview of the possible costs. During the first phase of an event, multiple concerns may arise for the event planner. Certain issues and points that need to be taken care of, are the

profit of the event, a layout of a budget, meaning how much will the costs be, and costs that could happen throughout the planning and development of the event. (Kaspar, Kaiser & Beech 2014.)

Malouf (2012) approach the budgeting of an event, as a winning formula to make money. Ensuring that the event stays practical in a long term. The purpose of it is to have the possibility to be repeated over. At the same time, for some event business owners, the projection of a budget stays a mystery. According to Kaspar, Kaiser & Beech (2014) consequences during the development of the event, will imply costs that are not planned during the first phase. Additionally, some costs that were initially planned may not occur. As a result, the finance of an event will not be stable, it will be changing throughout the planning phase and during the event. For this reason, the financial phase should be taken as a priority at the very beginning. (Kaspar, Kaiser & Beech, 2014.)

Considering this, a budget will help in the planning, it will allow making predictions about the business, expose those expenses that need to be covered, etc. (Malouf 2012.) The role of the organizer while developing the budget is to think of certain aspects as to how to develop a way to track expenses? (Make a list of expenses, research and make categories for the possible expenses, think about the unexpected costs). Followed by this, the other face of developing the budget is related about what are the sources of income. Where will the main income come from? Salama (2021), considers that events are usually a way to improve the image of a company. Furthermore, this should not be planned as unprofitable if the company in the future wants to continue planning. Sources of income can be parking costs, entrance or participating costs, or a shop at the event place.

Having a clear budget will give the event planner control of the event and what are those unnecessary expenses. Moreover, Malouf (2012) recommends having a financial adviser, who should be involved not daily, but at least on a part-time or freelance basis during the planning phase of the event. It would be ideal that “financial advisers” are familiar with events and the industry in general. The purpose of this is to have clarity in on the financial side enabling to support of the existing clients. (Malouf 2012.)

## 2.2 Budget

As told by Salama (2021), an event budget is an outlay of expected expenditure overtime during the duration of the event in all its stages. The budget starts to estimate the costs from the lowest expenses. According to O' Toole (2011), the concept of "budget" has been adapted in diverse ways during the planning phase of an event.

The development of a spreadsheet is necessary, to estimate the real value of the event together, considering all those costs. As a recommendation, the basic knowledge of accounting can be beneficial to dividing and finding those expenses that are fixed and those that are variable.

Matthews (2016), stresses the importance of having a budget, as is the control of expenses. In other words, it is a living document that compares the predicted revenue versus the actual revenue. Kaspar, Kaiser, and Beech (2014) cite, the importance to have capital during the early stage of an event.

This one should always have exact information and enough. The most common expenses in an event are such as entertainment, décor, special effects, staging, audio, lighting, waste management. etc. In brief, fixed expenses are those which need to be paid at a regular interval, they can be paid on a month, week, or quarterly basis. Likewise, variable expenses are temporary and irregular those are aside from the everyday planning process. (Matthews 2016).

Fixed Expenses	Variable Expenses
Rent	Transportation
Bank charges	Temporary employees (freelancers).
Insurance	Travel
Loans	Advertising
Depreciation of equipment	Fines
Utility bills (such as electricity, water, gas, heating, air conditioning/ depending on if the planning phase is being done in an office).	Legal Costs
Employee's salaries and wages.	Accountant
Communication (such as telephone and internet services)	
Taxes	
Waste Disposal	

Figure 2. Common costs during an event (Matthews 2016. Modified by Arina S. and Carmen T 2022.)

According to O'Toole (2011), this must include the costs of accounting, the costs of the procedures, statistics, taxation, and legal arrangements. The responsibility of having consistency in the budget is always the event organizer. This has a clear overview of what the expenses are, etc. To reach the revenue. This should be developed in a way that can ease access to others and at the same time is easy to understand.

Therefore, the event organizer should have a trustworthy accounting system and a clear understanding of the rest of the crew members. Taking into consideration factors such as when, why, and where that are related to the expenses. (Silvers 2008).

### 2.3 Other sources for lowering event costs

An event to become a business purely would have to sell products and services that are in demand to generate revenue and therefore survive. Many resources are relying upon grants from public authorities, sponsorship revenue, and in-kind support from private sponsors (investors). (Getz 2019.)

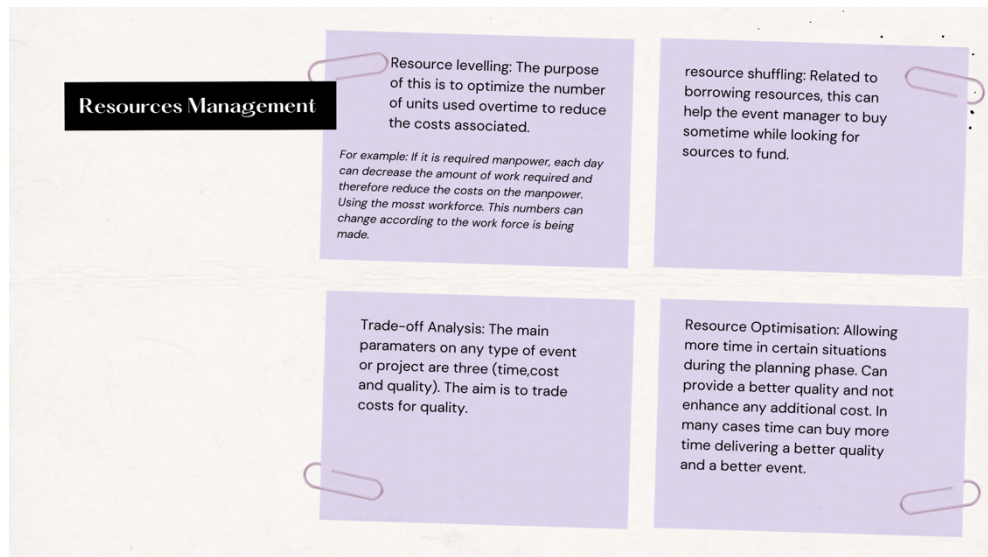


Figure 3. Resources Management. (Salama 2021. Modified by Arina S. and Carmen T 2022.)

Salama (2021) defines the principles of resource management as a tool for estimating certain costs, this will set up the event organizer a clear picture of what resources are needed.

At the same time, there is also a particular analysis that can be done to determine the costs. This one is called EVA (Earned Value Analysis), it is based on the concept of value for money. Its purpose is to understand and name the value of work that has been completed on a project or an event at a certain period. It is like a milestone tracker but from the point of view of the costs. The advantage of that is to enable the event planner to calculate the time that will take planning, the estimated costs, and finally the other costs needed to complete the project event. This allows the organizer to have an overview of the schedule and budget at the same time if they are being delivered by the deadline for the day of the event. (Salama 2021.)

With cautious and insightful planning, it is possible to significantly reduce the costs in various areas of the event. Every event product and vendor has a downtime every year when their products can be hired much cheaper than the rest of the year, thus it is possible to lease a certain amount of equipment for the event through these suppliers. (Allen, O'Toole, Harris, McDonnell 2011.)

Promoting specific products of the organizations at the festival can be used as so-called "In-kind gifts" or Cross-promotional advantages. Which gives the possibility to have inexpensive entertainment from the organization toward the festival, since their products are promoted at the venue. Moreover, offering work at other festivals, as well as the employment of the volunteers instead of paid staff, can significantly reduce the costs of the event or festival. (Allen, O'Toole, Harris, McDonnell 2011.)

## 2.4 Sponsorship

The history of sponsorship starts in the Era of Patronage, during this time people expected something in return in the sense of providing support to another person or entity with the expectation to receive something in exchange for it. An advertisement was also considered part of patronage until 1924 the first sponsored program appeared on radio. In addition, the first pioneers of practicing that, were cigarettes, alcohol, and automobile companies, to attract bigger audiences (Skinner & Rukavania 2003).

Sponsorship is defined as cash and/or in-kind fee, paid to a property. Skinner and Rukavania (2003), told of sponsorship as a solution where everyone benefits, from two companies that have the aim to reach bigger audiences.

However, in the event industry, this term involved a variety of characteristics between the event planner and the company (sponsor). An event needs to have a theme (topic) by itself, it should be unique and creative, to attract those ideal sponsors. On the other hand, Getz (2012), has a different overview of sponsorship as being of risk between the event organizer and the company who is supplying, the sponsor. This type of risk can be identified as “ambush marketers.” In other words, if the event does not go as it is planned, it can risk the reputation and image of the company, being the sponsor. As a result, the “sponsor” is affected by this one.

Likewise, Parry and Shone (2013), insist of the sponsor has certain advantages that can gain something out of the event, such as media coverage. On the other hand, this can also be used as a tool to receive feedback from the audience (from the perspective of the sponsorship). Additionally, some factors involve learning (what did the attendee learn from the event), application, and implementation (why the attendees decided to attend the event).

Kaspar, Kaiser & Beech (2014) briefly mention that this can also be taken as an effective and efficient promotional method than traditional advertising. There are several advantages such as, reaching nonconsumers in a non-commercial environment, being more likely to accept a well-considered marketing message, being committed and loyal fans of unique events if “popular” brands are being sponsored by the event, and lastly helping to create brand awareness.



Nevertheless, the sponsorship needs to also be seen from different perspectives, the sponsors are not there just to supply a grant, there are many characteristics and parties involved in the process such as stakeholder management, strategic planning, risk management, financial controls, and communication between others. (Getz 2012).

Moreover, the perspective of the sponsors is an important matter to understand. Many events can get more sponsors by researching a company's needs. Look at the sponsors through the eyes of sponsors and carry out their marketing goals. (Getz 2012).

Conducting research, on potential sponsors for the event, can be taken as a great advantage. It is important to find the type of audience who will attend the event, this can affect the sponsor's decision to participate. Silvers (2008) talks about the fact that often sponsorships, are categorized by base on the level of investment, signage at the event (type, size, and number), etc.

As told by Skinner and Rukvania (2003), there are several types of sponsorship, per corporate and brand, being differentiated, by their aims, focused on community-related issues, or target-group oriented.

In any company, there is that one person "who carries the ball." In other words, who is in charge of all the communication between the sponsor and the event planner, "it is crucial to determine who that is and build a solid communication with him or her." (Skinner and Rukvania 2003).

According to Parry and Shone (2013), it is essential to emphasize during the first process of the creation of an agreement between both parties, to achieve all the goals and measures. Certainly, this document should hold a marketing statement, and a budget. Subsequently, it will also include exposure and awareness throughout the event. In addition, it is particularly important to specify conflict of interest criteria and limits on what can/will and cannot/will not be allowed within the sponsorship agreement. In the case of alcohol, there are restrictions in many jurisdictions on the types of media exposure and signage, this means they are allowed to supply products as an in-kind donation during an event.

In relation, Silvers (2008) refers that the event planner should always prepare a post-event fulfillment report, that documents the delivery of benefits and the media exposure received.

Expressing the proposal, to the sponsor can be effective through a presentation, seeing from the point of view of the sponsors, analyzing the advantages of taking part in the event, and what they will get out of the event. In other words, fulfilling their needs.

It is prominent to focus, that this proposal is ideal that this one is customized, taking certain factors when presenting such as target markets, what can they get if they take part in the event and how can they be distinguished from other competitors by taking part in the event. Emphasizing the values of the sponsors and seeing them more than a company, that could potentially invest in the event, will be a plus. Therefore, recognizing sponsors on the day of the event is essential. Most people consider that a sponsor proposal should be short, however, if the proposal is longer, it proves that the event manager sees the need to supply a solution where everyone benefits. (Skinner and Rukavania 2003.)

## 2.5 Stakeholders

O'Toole (2011) discusses the public events, in which the number of stakeholders should stand out. Some cases involve government agencies. A stakeholder is defined as any individual or organization that has an interest in the event. It is ideal to create a stakeholder management system since it can affect the relationship between both parties.

The management of stakeholders is essential to the success of any type of project. Apart from the clients and getting them to visit during the event day (attendees), the most significant to the event is also the staff, in many cases or the majority should be worth the focus on this group. At the same time, event planners who are just setting up their own companies must be able to show their standing in the event industry. As for small event planners who are recently starting the steps do not need to be huge, each step should be progressive to build a new venture. (Malouf 2012.)

Each of them may have different goals that will change throughout the event and could create a conflict. The concept of stakeholder is distributed between sponsors, suppliers, audience, and legal issues. On the other side, from a festival point of view, it includes a host organization, host community, sponsors, media, co-workers, participants, and spectators. However, all the mentioned above are just primary stakeholders. This can influence the event in a significant way. Each stakeholder stands for risk, but also an opportunity. Setting performance indicators is a method that can be used to reach their expectations. There should be a system that holds a clear answer and make stakeholders aware of the changes that could occur through the process of the event. (O'Toole 2011.)

A good relationship during the event for the stakeholder can create the opportunity to repeat the event for example every year. However, many of the risks that can occur in an event are associated with or can be related to the stakeholder. The requirement of each stakeholder does not need to be ignored. (Getz 2019).

All stakeholders are important to the development of an event. These take a key role in the financial management of the event. Simply, if these do not take part, it can be quite hard to develop the event. The key stakeholders in any type of event are The staff, sponsors, local government (essential service delivery), artists and performers, and attendees. (Getz 2019.)

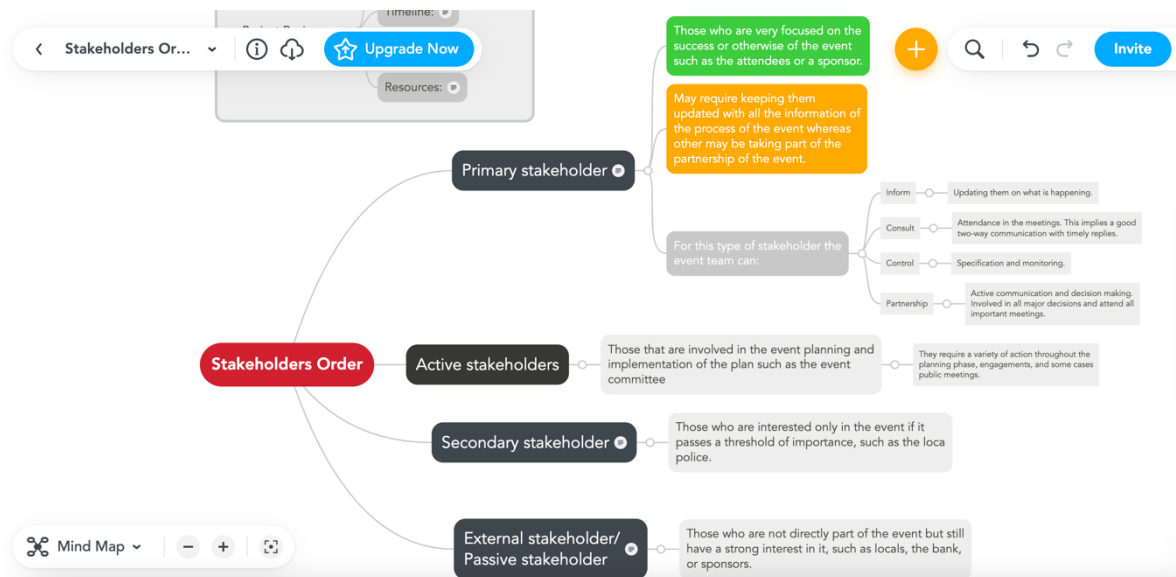


Figure 4. Stakeholders Order (Getz 2019 & O'Toole 2011. Modified by Arina S. and Carmen T 2022.)

In the image above, it can be seen the order and categories of the stakeholders. In a few words, stakeholders, in general, are internal (including the board of directors, crew, and temporary staff) and external (sponsors, local municipality or government, artists, singers and musicians, service providers, and all festival attendees). (Getz 2019.)

## 2.6 Volunteering

As told by Sons & Wilson (2012) the concept of volunteering can be considered as "any activity aimed at helping others, which is provided by a volunteer without any obligation and for which he does not receive any wages or other material remuneration. In other words, volunteering is unpaid work that is directed to the benefit of another person, an organization with a good cause. Hence, without volunteers, many non-profit organizations would not progress and many government agencies would have to shut down their activities. (Son & Wilson 2012).

According to Clary and Snyder (1999), six motives can push a person to volunteer. These are career (volunteering to gain professional experience), enhancement (the desire to increase one's self-esteem), protective function (volunteering to reduce negative feelings), social (volunteering to strengthen social relationships), understanding (expand one's horizons), and values (impact on important values such as humanism).

The benefit of volunteering lies in the fact that volunteering can, for various motivational reasons, positively affect people's well-being. People's well-being increases because they rejoice in helping others. The reward is intrinsically driven by intrinsic motivation to care for the welfare of others. Humans receive extrinsic rewards from volunteering as their value to society increases positively. Additionally, volunteering supplies a pleasant experience for people who want to work in the same field where volunteering has been done. Thus, this may be a good mark on the CV of employees for future employers. (Meier & Stutzer 2004).

As for the disadvantages, volunteering requires physical effort and alternative time spending, which leads to the conclusion that instead of volunteering, people could use the same time to work in the market or any paid job, or simply engage in leisure activities. (Meier & Stutzer 2004.)

The larger and more complex the event or festival, the more is a need for the volunteers, as well as supervisors or so-called Team Leaders who will see, supervise, and guide them. Supervision is a process that helps volunteers navigate their work and the event, it also helps to check the productivity and progress of the staff. Supervising can be defined as directing, supporting, etc. The duties of supervisors or so-called Team Leaders include training the volunteers, creating, and distributing responsibilities between volunteers, checking the correct implementation of plans, and supplying necessary support and aid.

The task of Team Leaders is to make sure that each of their volunteers is assigned to their duties and they are carried out according to the plan, accurately and efficiently. (O'Connell, Cuthbertson & Goins 2015.)

At the same time, it is fundamental that they should be provided with needs such as refreshments, breaks, and travel expenses during the day of the event. Lastly, a form of recognition like thank you a letter, a thank you party, etc., should be made at any stage of the event, being this during the planning phase or after the event. To conclude the motivation of a volunteer is closely related to their social needs leading to satisfaction. (Holmes, Hughes, Mair & Carlsen, 2015).

## **2.7 Festival Management**

As said by Shone & Parry (2013) events have always played a key role in human society. The purpose of an event is to improve, celebrate, entertain, or challenge any kind of group of people. There are several types of events such as leisure, cultural, personal, or organizational. (Shone & Parry 2013.)

Festivals and events can be understood as measurable activity, entertainment, or events having a festive character. A festival is a mass celebration that includes showing or viewing any kind of art. They can be carried out in large, enclosed spaces, as well as in a modern format outdoors, in fields, plots, or parks. The most common type of festival is art festivals, which can include mixed art forms and a variety of venues. Music festivals are considered the most traditional art events. (Allen, O'Toole, Harris & McDonnell 2011.)

Cultural festivals invite the attendees for youth development, supplying new opportunities for knowledge, participation, and creation. (Finnish Ministry of Education and Culture 2021.)

## Process of Festival & Event Management

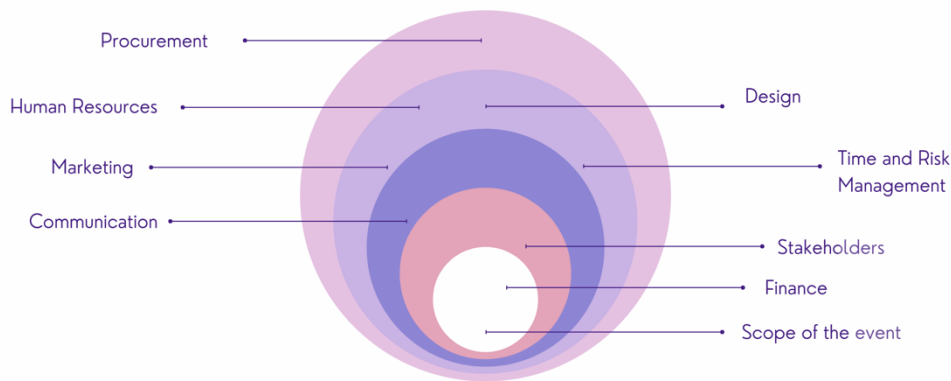


Figure 5. Process of Festival & Event Management. (O'Toole 2011. Modified by Arina S. and Carmen T. 2022.)

The most basic processes of Event and Festival Management can be divided into specific headings, such as:

- **Scope:** Include the date, goals, duration of the event, and the number of participants, as well as any other factors related to resources and tasks.
- **Finance:** The most essential functions of finance are reporting, monitoring, and fundraising. Revenue can come both from ticket sales and from sponsors who join the event. As for the planning of income and resources, they relate directly to each other.
- **Stakeholders** which involve sponsorship management.
- **Time Management** is vital to produce and control the scheduled deadlines.
- **Risk Management:** It is essential to assess all possible unpredictable moments or incidents that may appear.
- **Communication:** It includes smooth communication with staff, volunteers, sponsors, stakeholders, and all project participants.
- **Marketing:** The purpose of marketing is to perfect some variables, with the aid of which the festival achieves its goals and aims. These variables include:

1. Product (all the elements that make up the festival)
  2. Price (value of the festival for the customer)
  3. Promotion (marketing communication between clients and the festival)
  4. Place (location of the festival)
- Design: Include decor, event design, artistic and creative attributes, lighting, music, food, event location, layout, program, content, etc. It may also include a certain WOW factor, which includes the unique experience of the participants, accompanied by vivid and unexpected impressions of the visitors.
  - Procurement: Can be defined as the purchase of things, goods, and services for the festival. This is an acquisition of the required amount of material resources at the lowest cost. The procurement may include the choice of venues and sites, and contract management, which refers to an entertainment contract for any bands, or a media contract.
  - Human resources: Can be divided into staff, part-time and full-time workers, volunteers, and seconded personnel. It is necessary to support the motivation of volunteers and run different methods, as well as attach Team Leaders to the volunteers, to supervise the process.  
(O'Toole 2011.)



<b>Venue Contact Information</b>	<b>Technical:</b>
Company Name:                      Contact (Name):	Audiovisual availability:
Address:	Power availability:
Email:	Speaker Equipment:
Position and Phone No.:	<b>Contract Review:</b>
	Contract Reviewed?
<b>Main Room</b>	Checked teh cancellation and restrictions clauses?
Measurement: (Length and Width)	
Features:	
<b>Entrances:</b>	
Number of Entrances	
Cloakroom Facility:	
Stairs, steps or ramps required:	

Figure 6. On-Site Venue Checklist (Malouf 2012. Modified by Arina S. and Carmen T 2022.)

Choosing a venue is a critical part of the first stages of any event/ festival. Primarily since it is a choice that affects a variety of choices in the planning process. It is incredibly important to have smooth communication between the venue operator and the event planner. Both parties must be on the same page. Not taking time to inspect (visiting the venue) before the event day can lead to a loss of money. (Malouf 2012.)

## 2.8 Event Marketing Strategies

According to Jackson (2013), event marketing is about making the event attractive to staff, volunteers, sponsors, participants, the media, and finally the attendees. This is also a tool used by marketers to reach an audience, enhance their brands, etc. This is a way to stay connected with the event participant, read their needs and motivations, develop products that meet their needs and build a communication program that expresses the purpose and their aims. It is important to consider that the event is not only for attendees. Artists and players make part of the event too.

Event marketing is all about helping, easing, opening, accelerating, and shortening the sales cycle. The goal is to ensure that the event marketer will reach their target audience, ensuring that they will know when it is, what it is, how much it is, how long it lasts, and getting them to tell other people that may be interested in the same topic. (Jackson 2013).

On the side of the sponsors, event marketing offers a captivating audience, some attendees have taken a big step, in this case - the decision-making for the attendees. This way of marketing is different from other types since it is a form of marketing that can be measured while many other forms of marketing in some cases are not tangibles. (Jackson 2013).

As said by Salama (2021), promotion is a key factor in the success of any type of event. This helps to attract customers or participants, it can take the effort of many people over many months to organize an event. Promotion is essential to the sponsor. The goal of that is to achieve as much exposure to their name, logo, etc. Therefore, sponsors have an interest in the creation of the promotion. A well-promoted event can increase public awareness of the organization. For any means, event organizers need to consider promotional strategies to estimate the costs of the event. A key concept to consider is the decision to a purchase good or service that is usually the result of repeated exposure. With any type of exposure (positive), it can change the attitude of a potential customer to buy tickets. However, it deserves adequate human and financial resources. It is vital that the event manager plans many promotional strategies and employs these strategies. Financial planning can be affected by the decisions taken. (Salama 2021).

Social Media: The use of social media is a must-do in today's world for any type. There is a lot to learn about the use of promotional power on social media. The development of that relies upon generation Y. It is not just about having, for example, a Facebook page for

the event, it is all about how to use the power of social media and reach the targeted attendees. Paid advertising online, is often familiar with the extent of advertising in the online world. However, not everybody knows how it works. It can be a difficult proposition and time-consuming. Therefore, there is one way to do it, through affiliate marketing, this intermates between advertisers and website managers. There is a vast range of mechanisms for this like:

- Costs per click: the advertisers pay when the webpage visitors click on the advertisement.
- Pay per impression: This one is paid by a fee based on how many 1000s of times their ad has been seen.
- Pay per lead generates: The advertiser pays when the lead is generated as a visitor.
- Cost per action: The payment comes when the actions have occurred.

Between other mechanisms that can be applied for promotion online. This can be easy to promote, however, the event manager needs to contact the professionals for it, to work out and generate the goals proposed. The event manager will also need to supply the images and text for the advertisement. Not all promotions are necessary to be done, through the internet. There is also used the advertising offline.

It is ideal to be able to generate, a press release before the event. That can be done with interesting stories and get the interest of the media. As told by Salama (2021), the key to free publicity is to avoid trying to promote just the event itself. On the other hand, promotional events can also be seen as a strategy that involves setting up small community events. It can also be given these, free tickets, or other promotional goods (such as merchandise from the promotion company). This event can be held in shopping centers, clubs, or schools. There are short and easy, but it does require the event manager to make contacts with the community before the event.

## 2.9 Sustainability on Events

The purpose of an event is to rely on maximizing the positive impacts or benefits and minimizing the negative impacts. Making a positive contribution can contribute to sustainability and will ensure community benefits. Sustainable development has gained global recognition. Event planning and operation focus on the conservation of natural resources by minimizing pollution and other negative impacts working to conserve natural and built environments where the event takes place. (Holmes, Hughes, Mair & Carlsen 2015.)

Various meetings, events, and festivals organized around the world inadvertently affect the environment and leave their footprint. Activities such as Events, Exhibitions, and Festivals can easily create high energy consumption, and water consumption, and leave behind a lot of waste that must be disposed of somewhere. Events can additionally pollute water, and air, thus contributing to climate change through greenhouse gas emissions. All these negative aspects can be changed by applying the principles of sustainable development to event management. This sustainable development refers to the TBL (Triple Bottom Line) of sustainability, which includes economic, social, and environmental components. (Salama, 2021.)

According to Salama (2021), every event or festival should balance these three pillars such as economic, environmental, and social responsibilities to be sustainable. Environmental aspects may include low emission transport and mobility, waste reduction, reuse and recycling, water and energy efficiency as well as the exclusion of hazardous materials and substances.

Economic responsibilities include saving through increased efficiency, avoidance of corruption, goods of good quality, transparent public procurement, responsible accounting, and sustainable growth. Social responsibility touches on topics such as fair use of human resources, healthy and safe workspace, respecting human rights, the inclusion of minorities, respecting diversity, attention to equal opportunities, sourcing goods, and services locally, and employing local people. (Salama, 2021.)

### **3 Meet me Halfway Festival as a low budget event**

This thesis aims to support event planners who aim to lower the costs. The target group of this thesis is all event planners who focus on the private and corporate types of events. The authors of this thesis consider that the budget is an essential part of any event, regardless of the topic or theme. Each event planner should emphasize the importance and how it can influence and affect the event.

Throughout the development of the thesis, it changed the target people and the commissioner. Therefore, the target group for the subject of this thesis is event organizers that specialize in corporate and private events.

The following chapter will explain the foundation of the event case, Meet me Halfway Festival. The roles of the authors in this thesis and the different groups of people that took part in the event planning phase.

#### **3.1 The foundation of the Meet me Halfway Festival**

Meet me Halfway event is a cultural art festival. It raises awareness of several topics that affect our society today. For this event, the purpose was to promote equality and show Kontula from a different perspective, breaking the stereotypes of being a dangerous place.

The event organizer for Meet me Halfway is Hanna Hietala, a young woman entrepreneur who is passionate about events. During the beginning of the summertime of 2021, Hanna Hietala and her work friends had the idea to have a festival. The central values for the subject of this festival are diversity, equality, and the positivity that there is in the eastern part of Helsinki.

The event crew of MMH Festival considered Kontula an ideal place for the event because part of the crew grew up in this neighborhood due to “being a Finnish person regardless of how you look”, as stated by the organizer Hanna Hietala.

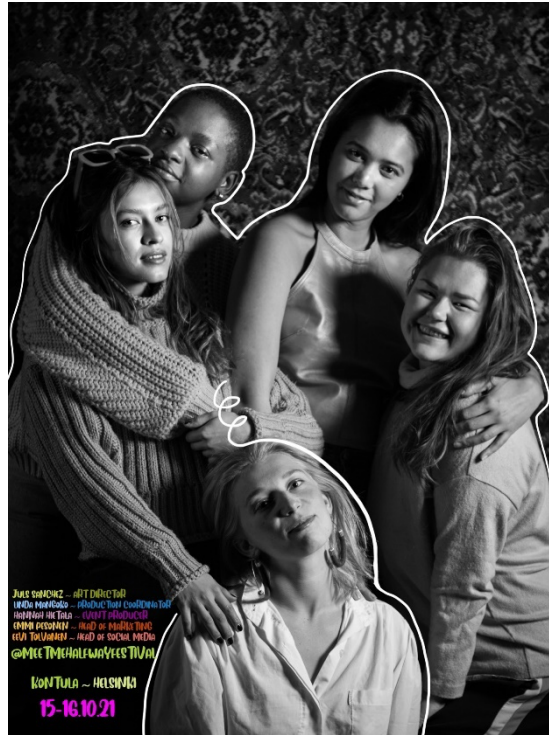


Figure 7. The crew of Meet me Halfway 2021.

The festival became official in August of 2021. Originally this festival was going to be part of the Helsinki Juhlaviikko. Unfortunately, Meet me Halfway was not able to be part of the Helsinki Juhlaviikko as was planned. At the end of August, organizers started planning on their own and proceeded to the development of the Meet me Halfway festival. About two months in total were designed for the planning phase of the event. The team started with marketing as the first step of the event's organization to get attendees and stakeholders. Therefore, they started creating social media platforms for Meet me Halfway. As stated by event organizer Hanna Hietala, the development started once the marketing platforms were released to the public.

Initially, to reach a budget for Meet me Halfway, the event organizer and crew members decided to apply for a grant, "Perttu Häkkisen Säätiö". Unfortunately, the grant was not issued to the Meet me Halfway Festival due to the short time. Since the event was taking part already in October, the application was determined to be late for Perttu Häkkisen Säätiö.

However, from the moment they did not acquire the grant, they decided to change the dynamic concerning the financing of the event. Therefore, they decided to focus on a zero or low-cost budget. As mentioned by the organizer, Hanna Hietala, it was until the event day that the costs started to rise, making it challenging to be a zero-budget event. Although

they had several sponsors during the day of the event, they still wanted to have a budget of zero euros. Everyone from the crew and volunteers was ready to work for free during the event days. Everyone wanted to be part of such an essential topic as equality, being this the motivation and inspiration to many volunteers when applying to the event. Eventually, they started to have further cooperation among stakeholders due to the vital challenge that equality can be in society.

The authors of this thesis took part in the event Meet me Halfway. For this thesis, the prominent roles of the authors were advising on lowering costs in the event, finding the ideal sponsors for the event, and lastly, supervising the volunteers and their tasks during the event days. In addition, to provide help on how the event can be sustainable—finding solutions to this being zero waste.

To achieve the outcome, lower the planning costs and avoid unnecessary costs. It used all sources and the authors' experience to decrease the costs. In addition, it was taken into consideration the number of days the event would take place, being two days in total. The expected outcome was not fully achieved because of miscommunication between the crew of Meet me halfway and the authors of the thesis. However, some of the costs were reduced. Most of the decreased costs were those given as sponsorship donations when sponsors gave their products to be used during the event. The process of getting sponsors will be explained in-depth in the sponsor subchapter. That helped to achieve the aim and objective of this thesis. On the other hand, it was also possible to identify common and essential costs of the event. Some of the standard costs at the Meet me Halfway event were food, materials for decorations, and other necessities.

In summary, the outcome could have been reached fully if there had been more communication and transparency between the commissioning party and the authors of this thesis. This could have led to achieving the aim of this thesis to reduce and cut unnecessary costs. Hence, throughout the different subchapters presented in this thesis, the solutions and the methods used to accomplish the aim and objectives will be discussed.

### **3.2 Kontula, as a location of the event**

For the crew of MMH, being a Finnish person is not defined by the family background or culture. Therefore, being a white person does not necessarily mean living in a prestigious place.

Eastern Helsinki is known as the area of is a big population of immigrants that lives in the region. Kontula is often recognized as an unsafe and dangerous neighborhood to visit and live in. However, the media and several organizations highlight that the crime rates there are lower than in other areas of Helsinki.



Figure 6. Näissä kaupunginosissa tehtiin eniten henkirikoksia ja niiden yrityksiä - These neighborhoods saw the highest number of homicides and their attempts. (Koskela 2020).

The picture above shows the Finnish police department statistics, which tell which areas had the highest number of murders and recorded attempts. Statistics indicated for the last twenty years. As we can see, Kontula is in the very last place, which designates that it is not indicated as the most criminal place in the Metropolitan area.

The city of Helsinki is constantly raising awareness to visit Kontula. To many that live in the area, Kontula means home.

*“Kontula means home: there's never a feeling that you don't belong. The coolest thing is that there are people from different cultures and countries. Everyone together”.*

Hassan Maikal

YouTuber and artist (Lindroos 2022)



Hanna Hietala highlights that one of their objectives was to get people out of their comfort zone. This indicates that being in the comfort zone means being in the center of Helsinki. Overall, the idea was to break the stereotype.

## 4 Timeline of Event

The timeline of the festival of Meet me Halfway is made to familiarize the reader with the sequence of the event. Furthermore, it explains all the details and highlights all the main things that happened at the festival in chronological order. To give the reader an idea of how the festival moved from point A to B, and how it became an outcome in connection to the aim of the thesis.

### 4.1 Before the event

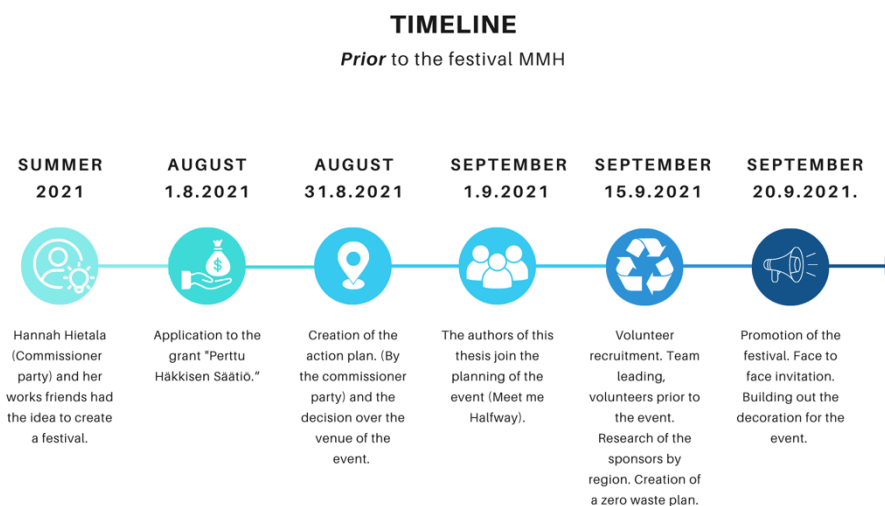


Figure 9. Timeline of the event-planning phase before the festival (2022)

The planning of this event started with research. With several aspects involving stakeholders, including the location of the venue. Followed by this, find the needs and take them into action during the festival days. The research part was made by the event organizer Hanna Hietala. Once she had more information about the stakeholders. She started recruiting volunteers and crew members to the team.

Hanna Hietala mentions that she had always wanted to have an activity as part of the event related to "street art" during the initial phase. This is how one of the first collaborators and venues became part of the MMH Festival. The first company to collaborate with MMH Festival is called "Luppi Youth Center", located in the east part of Helsinki "Kontula". The figure creates a timeline emphasizing the essential parts before the festival.

Ensuring the research mentioned previously, Hietala contacted each partner and discussed the event and its topic with each of them. Highlighting the importance of equality and how to make this become an event. Overall, she was pretty open and told each of them that she aimed to create a budget of zero expenses. She focused on how this can be a win-win situation between collaborators, attendees, and the event itself—mentioning the importance of what were some of these benefits, such as visibility on social media.

The authors of this thesis became part of the event once they had a business plan and several collaborators. At the same time, Hietala comments that they started to look for the type of help they were looking for once they had a marketing plan. Followed by this, they contacted different places to find volunteers and temporary crew members. The first tasks the authors of this thesis had for this event were the introduction and the team-leading of volunteers.

The authors of this thesis took part in the financial development of the event to reduce the costs during the planning of the event. Hannah Hietala had a meeting with the authors of this thesis. With the aim, to understand in what exact phase they were and advise on the aim of the thesis by finding ways to lower the budget.

By the time the authors take part in the journey of developing and finding ways to have an efficient and low-cost event. They started going through the sponsors they had before they joined. These sponsors were Puttes Pizzeria, Club Wenla and Luppi “Youth Center”. During this time, some sponsors had already given out part of what they had promised to the event organizer, such as printing the material, which included posters, flyers, and many more, to start inviting attendees. A few weeks later and after several meetings with the commissioner Hannah, the authors started researching the types of sponsors that could perfectly fit the Meet me Halfway festival. On the other hand, Hannah starts finding ways to attract and recruit volunteers to the event. In the time being, the author continues finding sponsors and start with their second most important task of the event, finding ways to create a more sustainable event, therefore finding ways to have a zero-waste event. It created a guide on zero-waste, mentioning what kind of things can be used and reused. By this, it was meant to find ways to have zero waste besides decreasing costs for the festival.

Ahead of the schedule, volunteers were recruited and asked for help before the event to build decorations. At the same time, this was a great way to advance on specific tasks be-

fore the day of the event. One of the first sponsors “Luppi Youth Center” provided materials for the decoration building, such as wood. In addition, they supported the staff and crew of MMH lending their spaces to build and save the material before the event in their location, saving costs for transportation and logistics since their location is already in Kontula, where the event will take part.

Ultimately, to attract more attendees, a promotion flyer was created with the program included, with the purpose for them to assist to the event. The dynamic was to locate the volunteers in different points of Helsinki, from the most known and iconic places of Helsinki to the nearby areas of Kontula, to invite people who walk on the street and make an invitation to the festival. Undoubtedly, this was a different but significant way to get out of the comfort zone of the traditional way to attract attendees. However, it was not the most effective way. Most of the volunteers, including the authors, were not used to getting close to people walking by and talking to them directly to invite them to the event. Some of the problems that emerged in the dynamic were the lack of posters or flyers to give out to people. Therefore, it was suggested by one of the crew members of MMH to take a photo of the flyer, and when walking by the person, the individual would take a photo of the flyer. This had several pros and cons; due to the importance of decreasing costs, this made not print as many flyers or produce as much paid marketing on social media or any paid advertisement for the event. On the other side, from the attendee's perspective, they were expecting to have something physical that could feel like an actual invitation.

During the last week before this festival, the authors faced difficulties due to the lack of communication between potential sponsors and the crew of MMH. For the finding of sponsors for this event, research and a list mentioning what kind of sponsor would be a great fit, as mentioned previously. This list was divided into three sections/ regions Helsinki, Espoo, and Vantaa. Most of these sponsors were based on the Meet me Halfway event; some of the support was to find several sponsors that could provide alcohol, food, and entertainment for volunteers in the volunteer area.

After several calls and exchanging messages and at the same time building a relationship during the pre-event with the sponsor, around 24 sponsors were contacted over the initial phase of the event, and about five sponsors agreed to take part in the event of MMH Festival. The last tasks for the authors of this thesis before the event were the following: contacting potential sponsors at the last minute, creating the shifts for the volunteers participating on the day of the event, and preparing the logistics of the sponsored products with the crew.

## 4.2 During the event

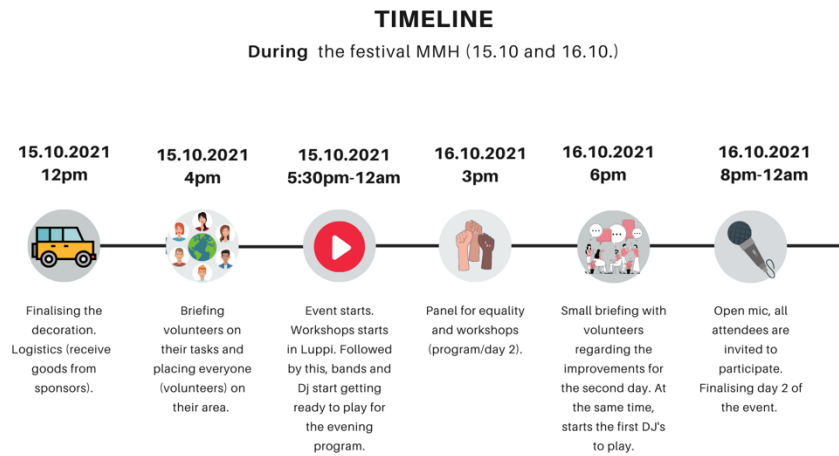


Figure 10. Timeline of the event-planning phase during the festival (2022)

When the day of the event came, the result with the sponsors was that the event received support in drinks from several brewing companies such as Vallilan Panimo, Koff, Maku Brewing, and Olarin Panimo. Snacks and food from Puttes Pizzeria and Ugly Cookies and the room and equipment are sponsored by Stadin Katutaidetoimisto and Luuppi Nuorisotalo.

Since it was the peak of the Covid outbreak, organizers slightly doubted if the event would take place. Every day the restrictions changed, and there were several warnings that the state would announce the inspection of Covid passports in all public places, especially at events with a considerable accumulation of people. Not all the volunteers had QR codes since they did not have time to get a second vaccine or did not have the vaccinations due to personal circumstances, which significantly endangered the festival. Still, despite all the threats, the festival occurs.

Followed by this, the organizers drew up a schedule for all crew members and the volunteers and the supervisors or the so-called "Team Leaders". Team leaders were intended to direct and support the volunteers and monitor their correct performance of their tasks, together with the team's cohesion.

During the event, many unforeseen and dangerous situations occurred. Since the event's location was not the safest, many extraordinary and drunken personalities needed to be

under the supervision of a security guard. For instance, one of the attendees was assaulted in the form of a blow to the face, followed by insults. As a result, there was a dispute between the security serviceman and the attendee. The attendee was escorted to the street by the security guard. Security placed the attendee lying on the floor, which led to a verbal altercation in the street area of the festival between locals and the security guard.

During the first day of the event, several problems appeared that the entire organizing crew had to face. During the morning gathering of volunteers, it became known that the organizer of the event, Hanna Hietala, would not be present at the event due to a family problem. This significantly slowed down many organizational aspects, such as logistics, supervising, and communication between artists. Nevertheless, Hanna's colleague took the initiative to organize the festival and managed it throughout the entire festival day.

The expected number of attendees did not participate. Some believe it was because of the festival's location on the first day. Locals did not understand that the festival was taking place in Kontula or thought that the event was happening.

Most of the attendees decided to stay in the bar of Club Wenla, one of the two venues of the festival. The workshops took place at Luppi Youth Center. After the first day, due to the minimum number of participants and weather conditions, there were doubts about whether the festival's second day would take place and succeed.

Nevertheless, the second day was successfully held and brought new adjustments to the event. The second day of the event increased the number of participants significantly; what is more, many locals were already interested in the festival itself. On the second day of the festival, one could observe many acquaintances and friends of the organizers who decided to attend the event.

It is important to note many misunderstandings between the event crew, team leaders, and volunteers. Tasks and shifts for volunteers were made in advance by the event's organizers. However, it turned out that this distribution of tasks was not entirely relevant at the event. On the first day, there were no clear instructions for the volunteers regarding work; because of this, supervisors had to improvise during the start of the shifts. Many volunteers had to change places with other volunteers and with supervisors, overseeing several places simultaneously. Such as, the volunteer area was not equipped with any insulated devices like heaters. Volunteers, whose tasks were to supervise the area, were cold and had to take turns to avoid hypothermia constantly.

On the second day, the organizer Hanna Hietala did show up at the event, and it went more smoothly than on the first day; besides, it was more organized.

### 4.3 After the event

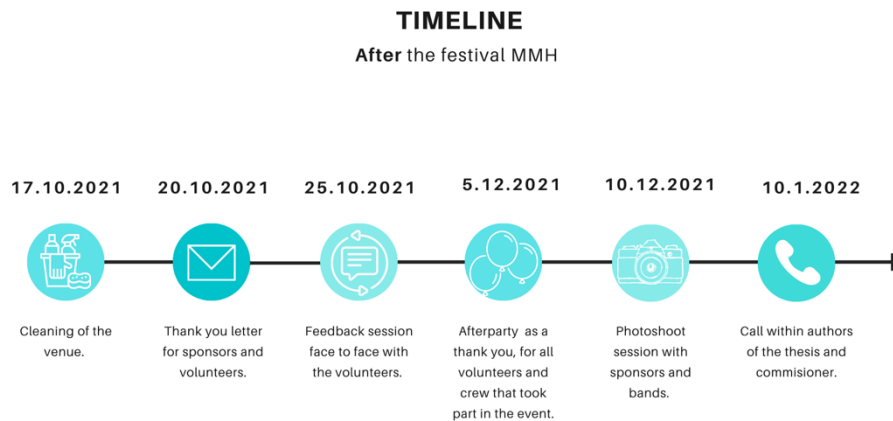


Figure 11. Timeline of the event-planning phase, after the festival (2022)

The organizers themselves took responsibility for cleaning and emptying the premises from equipment and musical instruments. The MMH crew thanked all the event participants with their posts on Instagram and all the volunteers who did the work at the event and made the event possible to happen. At the same time, the event organizers sent a letter to all sponsors, thanking them for their donations and support in the event.

After the festival, a meeting with volunteers and team leaders was planned to conduct a feedback session. Involving volunteers and staff. At the same time, it was created different photoshoots for sponsors in return for their donations to the festival

The feedback session with the volunteers took place one week after the event itself. The session was performed in a restaurant, Harju 8, and was led by an organizer, Hanna Hietala and her right-hand Emmi Pesonen, and the event's team leaders. The session lasted for around one hour, with complete explanations and assessments from the volunteers.

Two weeks after the event and after the feedback session, a Postproduction Afterparty, "Karonkka", was planned for all the event staff. The purpose was to thank the entire working staff, mainly the volunteers, for the work done and the time they invested in the event.

The party was hosted by Hanna Hietala and the MMH production team at Putte's Pizzeria. Food, drinks, and music were organized for volunteers and all MMH workers at the party.

Several sponsors who provided drinks and food to the festival received a photo session in exchange for their support. The photo session was planned a month after the event.

It is important to note that all the drinks that the brewing companies sponsored came to the festival in a pretty large amount, so there was a significant leftover after the festival. After the event, the organizers distributed and disposed of the drinks.



## **5 Solutions, financial outcome of Meet me Halfway**

As in the case of Meet me Halfway the creation of a budget was a fundamental part of the purpose and aim of this thesis and the commissioner. Creating a list of expenses could lead to finding those expenses that are not necessary. Unfortunately, during the event, some expenses were unnecessary. This upcoming chapter will explain and describe what happened in the fundamental parts of the event to achieve a low-budget event.

At the same time, it will be compared to another event planned and executed by one of the authors of this thesis. One of the authors of the thesis is currently taking part in wedding planning and has lent the author apply several things like the financial outcomes to the event planning of weddings and fairs after participating in Meet me Halfway.

### **5.1 Nature of the event**

Hanna Hietala discusses openly with the authors of this thesis the nature of the festival and what Meet me Halfway means for the crew. This festival aims to show all generations how things can be best handled together. We want to set an example and create a festival where we meet our guests halfway through (Meet me Halfway). Together with them, we want to create a meeting place for strangers and familiars and for everyone who wants to grow, learn, and enjoy through culture and art.

The central values of this festival are to increase unity and equality by creating a safe and confident feeling for people as they experience something new.

At the same time, the importance of creating the event in Kontula was a crew decision. Their main aim is to support the locals, expand Helsinki to the east, and make multiculturalism a norm.

On the other hand, the authors of this thesis decided to see from different perspectives if the goal of the event (MMH) was accomplished. The goal of MMH is to increase unity and equality by creating a safe and confident feeling for people as their experience.

Therefore, the authors of this thesis discuss with one attendee and one volunteer. To see from different angles what people outside of the planning phase of the event thought of the festival itself. It was not a survey made to the attendee and volunteers. Hence it was more of a conversation between the authors and the participants.

Attendee 1: (Entrepreneur and restaurant owner)

- The idea of the event was great. However, the location of the event was not safe. Somehow, tension was felt in the environment. That leads to feeling scared and insecure. Therefore, it would be essential that it is taken to consider the location for upcoming festivals of this kind. It can prevent attendees from coming, knowing that the neighborhood is not safe, especially during the evenings.
- On the other hand, the purpose of having underground artists was terrific since people were able to get to know new artists and network with them. At the same time, it was an excellent way to see that the artists and musicians were supporting the event's cause (equality).
- As a final suggestion, it would be good to have a host during the event. A host, can welcome attendees and show the place around. In addition, to perhaps cooperate with different types of small business-like restaurants or cafés who could join the festival and provide food to the event (by having a stand where they could sell their food).

Attendee 2: (Volunteer, student at University of Helsinki)

- The idea of the event was unique and inspiring. East Helsinki has always been stereotyped as a dangerous place to be. Therefore, Kontula might not be the most popular place for an event to happen. However, if the event would have taken place in the center it could have provided more options for transportation (especially for attendees and staff) that were leaving around that time.
- Many of the workshop activities had interesting activities.
- Something that could make a big difference is the communication aspect. There was a lack of communication in the event, it wasn't harmful, however, it would have made the tasks much easier and more comfortable, a good example might be the walkie-talkie, which is very simple yet so much helpful!

After the conversation with the participants at the event, it was beneficial to see the different angles of what others thought of the festival. At the same time, the authors concluded that participants would like the festival to occur again, although the location could be improved.

For example, if the idea continues to promote that Kontula or the east of Helsinki is seen as the most significant immigrant population living. Perhaps it can be taken the idea to recruit talent from Kontula. Although Kontula is in the east of Helsinki, there are great talents in this part of the town.

Overall, it would always be fundamental to consider that the festival was to increase awareness of equality and unity. Therefore, the goals and values of this one should be clear. The majority felt confused about what was going on at the festival. In general, the attendees enjoyed the event and met artists.

## **5.2 Budget**

Malouf (2012) stated that it is important to plan and work on a budget for every type of event to ensure that the business remains feasible in the long term. The budget planning will allow the organizer to see an accurate picture of the event and how it will proceed in the future. According to Bowdin, Allen, O'Toole, Harris, and McDonnell (2011), it is a kind of control mechanism used to ensure financial discipline and monitor the status of the implementation of the event plan. Unfortunately, there was no budget made before the event. According to the event organizer and commissioner, before the authors of this thesis joined the planning process of Meet me Halfway. Salama (2021) highlights the importance of having a budget or even tracking expenses, emphasizing this as an essential aspect when managing an event. As Yeoman, Robertson, Ali-Knight, Drummond & Beatie (2004) mentioned, event managers and organizers tend to neglect the importance of the budget. If this one is ignored, it can lead to stress or even the destruction of a good event.

As mentioned previously, the authors of this thesis joined the team while the planning of the event itself was being developed. The priority for the commissioner during this exact time was mostly based on the recruitment of volunteers and the application of a zero-waste. Berlonghi (1990), advises that the budget should be dealt with at the pre-operational planning stage.

On the other hand, misunderstandings on the roles of the authors of this thesis were made. The event organizer believed that the authors of this thesis would focus mostly on finding ways to be a more sustainable event. Therefore, it was challenging at the very beginning to develop the budget. However, a list of several things meant to be used for the event was made. These things were food, alcohol, snacks, or any type of things that could

be used in the volunteer's area. At the same time, there is a possibility to adhere the sustainability and see it from a perspective to reduce costs. Salama (2021) considers that having a sustainable management event means promoting the use of resources effectively and responsibly. Practical actions reduce the negative impacts of the event on the environment and create a positive impact on the economic and social part of an event. About the author Salama (2021) and the implementation of having a sustainable event. It was created as a guide for a zero-waste plan. With the purpose to create an impact. This was applied, however, due to a lack of budget, there was not enough place to throw the trash (for example).

At the same time, relationships such as sponsorship between other people within the organization can impact the development process of the event. Therefore, managers or event organizers must be up to date on the budget, this can improve and lead to performance. (Yeoman, Robertson, Ali-Knight, Drummond & Beatie 2004).

Although at the moment of finding sponsors, it was not still clear how many of each sponsor was needed. To mention most of the sponsor's donations were used or given to the volunteers. The type of sponsorship given on the day of the event was a sponsorship donation. Throughout the sponsorship subchapter, it will be discussed more in-depth about the topic.

On the other hand, some essential methods to reduce costs and reach more people to attend the event, and is this a way that costs can be reduced is by doing Marketing. Olderen and Gerritsen (2020) share the two perspectives considered in event marketing, marketing for events, and marketing through events. In the case of Meet me halfway, marketing for events was applied. According to Olderen and Gerritsen (2020), the point of marketing for the event is designed for a product. Therefore, the event is the product.

Malouf (2012) suggests several ways to have a collateral effect when it comes to the creation of marketing in this industry (from sharing what the company (festival does) to having a website). Meet me Halfway festival, did not count with any website. However, it did count with social media platforms. From the perspective of lowering costs in the budget, creating a website would have decreased the budget. Although there is a paid subscription to the creation of a website or there is a fee for the creation of a website. Both of these types of fees can be seen as an investment in the long run. As in this case, MMH is planned to be repeated on an annual base. Therefore, a website would have been an ideal way to lower costs, for the physical materials (for example printed materials) and could have also reached more people. At the same time, before the event, there was no

budget for marketing, to attract attendees. For example, paid advertising could have led to getting more attendees. On the flip side, if paid marketing would have been used this could have cost more. The services of a professional in the expertise of marketing could have helped the crew in creating a consistent marketing strategy before the event. Taking this as a cost in the budget, from a perspective of investment. This would have been more effective and efficient. At the same time, on the topic of paid marketing or marketing in general, there was lacking support. Only one person was in charge of doing the marketing on social media.

On the other side, something that was not planned and increased the costs in the budget was the area of transportation. As said by Yeoman, Robertson, Ali-Knight, Drummond & Beatie (2004), it should always be remembered that the budget is intended to influence an individual's behavior and the decision-making process. As mentioned previously Kontula was the place for this festival, to many volunteers a very far place. Most of the volunteers and crew members lived way far from this neighborhood taking up to 1h or more to arrive at the location. For many volunteers and crew members, it was not a problem to get to the venue, however, it was a problem to leave the venue once the event was finished.

On the first day of the event, unfortunately, the event planner was absent. This led to chaos to find the way how will transport back to their home. One of the volunteers was able to drive to Kontula and come by car. These were a great solution for many volunteers to be able to return after their shift has finished. On the other hand, volunteers during that day decided to leave earlier the festival, to be able to get the public transportation on time. To finalize on day 2 of the event organizer was able to participate in the event helping to find solutions regarding transportation. This was one of the biggest expenses at the event. Since the only way of transportation was through a taxi.

Salama (2021), shares a list of rules, that could be applied when it comes to the budget. This one is, the avoidance of the creation of a budget to prevent losses, being realistic about the event income and lastly having a contingency plan. At the same time, each crew member must have a limit, and responsibilities are clearly defined. Some of these responsibilities that should be defined from the beginning of the planning of the event are spending limits. These limits can vary from time to time according to the employee. Hence, to be effective policies need to be clear and strictly applied from the beginning some of these may require (taxi, suppliers' payment, credit card, expense claims, and meals). As in the case of the festival produced for this thesis unnecessary purchases were made during the first day of the event, these toilets were not meant to be used, instead, they were bought by the crew of Meet me Halfway to be used during being an event in a way to create art.

Having the toilet as a Canva. In addition, do these unnecessary purchases, the toilet was not clean. Causing this too creates extra tasks that were not planned. As a result, these toilets were not used during the event days. As said by Salama (2021), effective communication, is essential to engage the budget of the event and the crew. The authors of this thesis agreed with the statement above, it is highly essential to have constant communication and transparency between all the parties for the decision-making process and everything that can relate to the development of the budget for the event.

Meet me halfway event can be seen from the perspective of a private festival producing company. Nowadays, customers want an experience, demanding high standards and quality. According to Getz (2019), many festivals have been established by social entrepreneurs who create nonprofit festival causes. In the case of the festival (MMH), it was created with the purpose of equality, diversity, and other values. However, Getz (2019) considers that this one is at a great disadvantage, in attracting government grants or loans.

To compare the Meet Me Halfway event with a private event such as a wedding it is quite interesting to identify the costs that can be lowered also it is essential to emphasize that both events are different. In the case of a wedding, there could be a budget sometimes smaller rather than in public events. At the same time, it could be more difficult to reach sponsorship for a private event. But also, in terms of a budget, it could be made more detailed, cutting some unnecessary expenses or as well adding more costs. In the case of weddings for example some costs that can be cut are things like; venue, food, MUAH, etc. Always if the brides have contacts or even if the wedding planner has contacts who in the case can "give for free their service" as in a way of a gift. The other type of event that can be compared with the meet me halfway event is a fair or exhibition. In May of the present year, 2022 one of the authors of this thesis is taking part in the planning process and at the same time finding suppliers and vendors for the fair. In comparison to a private event or event, a festival is more feasible to create a one-day event where suppliers or vendors are invited but at the same time, it always cuts costs during the planning phase. In this case, it would be considered the supplier to be a sort of sponsorship, where the supplier promotes their company service or product for free in exchange for customers and attendees to try out their product. Somehow, being this a win-win for the event organizer and supplier.

To summarize these three types of event comparisons concerning the topic of budget and the aim of this thesis. It is fundamental to understand, regardless of the type of industry

the event is being created, it is essentially crucial to have a list of expenses before the organization of the event, which will help the event organizer and the crew to have a clear view of the event. If a list is not made at the beginning of the initial phase, this can lead to complications or even running out of money, in a stage that could be difficult to get more money or funding. As a result of not delivering the event.

Moreover, to understand from the perspective of the event organizer, once the topic of the event is found, it can be challenging to start thinking about what kind of cost will be made. Nevertheless, it is highly important that once a budget is planned or even not planned there should always be effective and smooth communication between providers, stakeholders, and crew involved in the event. One of the most common mistakes done in the planning process is that usually, a budget is made a few days before the event or even after the event, in that case, that can complicate the process and see the real results of the event and its topic. As the goal of lowering the costs of this one, not achieving the aim.

Having an idea of how much it will be spent in the event can give a light on where the money would be needed and where the costs can decrease. For example, by having volunteers instead of temporary paid staff. At the same time, it can also be identified all those common costs that are needed at the event. A big priority when developing the event, therefore in the planning phase, the relationship between stakeholders and the planner is critical for the costs. Therefore, if one of these, is not cooperating. The consequence would be not having smooth communication and making costly mistakes.

### **5.3 Common Costs**

It is so important to highlight the use of costs of expenses before the event. With the purpose to have an idea for the event of what is feasible and what it's not. Malouf (2012), states that being able to understand how to calculate expenses, will make a great difference in the long run. Most of the time event organizers don't have any idea, of how much it will cost several departments in the event planning. Regardless for the sake of making a profit from the event.

The authors of this thesis agree with Malouf (2012), on the creation of a template when starting to work on the budget of any type of event. With the purpose to avoid missing any type of item, not just for the event organizer but in some cases, for some event organizers who have clients. The purpose of this table will help to understand the producers, what

can be the actual cost of the items, and how from there they can lower the budget and lead to a zero budget.

Costing template for an event (based on the Meet Me Halfway Festival):

Item	Budget	Estimated costs	Actual Cost
<b><u>Management</u></b>			
Event Planners Fee			
Crew Fee			
Consultancy Fee			
<b><u>Administration</u></b>			
Phone			
Internet			
Staff Travel (volunteers not included)			
Staff Amenities			
Insurance of the Event			
Legal costs			
Logistics Transportation			
Cleaning			
<b><u>Entertainment</u></b>			
Workshop Materials			
Equipment Rental (Panel Discussion)			
Artists			
Bands			
Extra rooms at venue for staff			
<b><u>Volunteer Area</u></b>			
Food (Snacks)			
Beverages			
Crew Meals			
Equipment Rental			
<b><u>Technical</u></b>			



Lightening equipment			
Audio Equipment			
Camera and Video camera			
Projector			
Special Effects (smoke machine)			
<b><u>Décor</u></b>			
Décor on stage			
Decor for reception (Cloakroom)			
Lighting rentals			
<b><u>Waste</u></b>			
Trash systems if required			
Transfer of waste (bottle returning)			
Trash bins (mixed waste)			
Trash bins (For recycling)			
Waste equipment (bags, gloves, etc.)			
<b><u>Venue</u></b>			
Venue Rental			
Rental fee (for workshop location)			
License and permits			
Cancellation costs			
Parking costs			
<b><u>Printing</u></b>			
Flyers			
Posters			
Programs			
Banners			

Directional signs			
Badges			
<b><u>Labor</u></b>			
Staff wages			
Contractor's wages			
Cleaning staff			
Other labor costs			

Figure 12. Template of a budget for an event. (Malouf 2012- Modified by Arina S & Carmen T.)

#### 5.4 Sponsors

As stated by Yeoman, Robertson, Ali-Knight, Drummond & Beatie (2004), a successful event is managed by those that are aware of who their target marketers are, if this one is applied correctly this can lead to better marketing decisions and promotion of the event itself. For the case of the Meet Me Halfway event, the sponsorship could have been regulated and discussed in depth between the authors of this thesis and the main crew of the MMH Festival. So, between these parties there could have been a common ground on the sponsorships, that's where in need for the festival.

Many of these sponsors contacted for these events were mostly focused on alcohol brands. Their type of sponsorship given was a donation of their product. All donations given by different sponsorships were meant for staff and volunteers. Consequently, there was a lot of alcohol for a group of 15 volunteers and few staff members, this was a big quantity of alcohol for such a small group. This led to a problem, of volunteers consuming the drinks during their time of work. As a result, having few volunteers that were not appropriate to be able to work on their shift.

As mentioned by Yeoman, Robertson, Ali-Knight, Drummond & Beatie (2004), it is highly essential to research the required market, as in the case of sponsors. The first step is to identify the type of people that might attend the event. As in the case of Meet me Halfway, the event looked at its target people rather than selecting a niche of a group of people, it was more to an open audience. There was not a specific target group. On the other hand, most of the sponsorship donations were used mostly for volunteers. Hence, if it is seen from an angle, of identifying the target people, the event was mostly designed for people who want to get out of their comfort zone and want to meet new friends. One of the

phrases of Meet me Halfway, that relates to this is the following, “strangers that become your friends”. This sentence highlights the fact that for all those who want to get to know new places or are looking to meet friends, the event is fully suitable. Though for locals of Kontula, is also designed as an event to provide entertainment to the neighborhood.

Building a relationship with the sponsor is ideal. This must be in constant communication and a fruitful conversation. Creating this type of relationship can lead to brand awareness and community relations. Not to forget, the agreeing of payment or provision of services by the sponsors in return for the event's rights and benefits is fundamental. (Yeoman, Robertson, Ali-Knight, Drummond & Beatie 2004)

The perspective of the sponsors is an important matter to understand. Many events can get more sponsors by researching a company's needs. Look at the sponsors through the eyes of sponsors and carry out their marketing goals. Getz (2012). According to Parry and Shone (2013), it is essential to emphasize during the first process the creation of an agreement between both parties, to achieve all the goals and measures. For the case of the Meet me Halfway event, there was no contract agreed upon and signed on paper. Instead, all agreed sponsor benefits were discussed verbally. What will the sponsor be giving out and what does the festival (MMH) will give out in return?

The authors of this thesis, consider that having a sort of agreement or contract on the given products or services from both parties could build a trusting relationship in the long run. This is part of a relationship that should always be taken seriously, especially having constant and transparent communication. This also helps the sponsor to meet their needs. In other words, if it is seen from the perspective of the event manager, sponsorship can lead to being creative (for the development of the event).

As mentioned previously, most of the sponsorship given to the festival, was mostly alcohol brands. According to Yeoman, Robertson, Ali-Knight, Drummond & Beatie (2004), this can be an opportunity for alcohol companies, especially small companies to get their product to their correct customers. As in the case of Meet me Halfway, this perfectly fits with the fact, that these brewing companies (that had participated in the festival) got to be promoted and known by a part of the audience of meet me halfway (artists, volunteers, and staff).

Skinner and Rukavania (2003) take into consideration, creating a customized proposal at the moment of finding sponsors. Pointing out the advantages if these participated during the event. Emphasizing their values and seeing them more than a company, seeing the perspective of a potential investor. On the other hand, the creation of this proposal some

consider to be better than a short presentation. However, if this one is longer can prove that the event manager sees the need to supply a solution where everyone wins.

One of the methods well applied during the first interaction with the sponsorship was to create a customized template according to each sponsor. In this one it was presented, who their potential target would be, and what can they gain before the event and during the event. In other words, it was created research and analysis to identify their needs. To attract them as sponsors. At the same time, sponsors were recognized during the days of the festival. There was created a wall, that was partly a small photobooth recognizing all the sponsors that have participated in the event. In addition, before the festival (about 2 weeks before) it was published one sponsor per day on the social media accounts of Meet me Halfway.

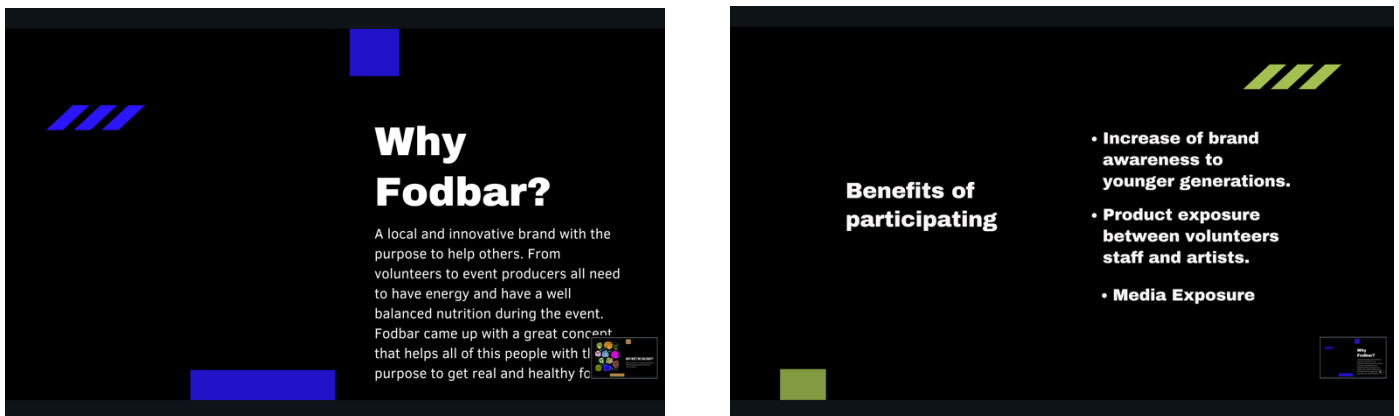


Figure 13. Customized proposal for sponsors MMH (2022)

Above, it can be visible two images. This is part of the proposal presented to the sponsors. Each proposal was customized, including the reasons why they should participate in the event of Meet me Halfway, the target audience, and what is Meet me Halfway. At the same time, it was provided in three bullet points what will they get in return if they decided to take part in the festival.

This method was applied to make the sponsor feel part of the event. To show to the sponsor from a perspective that Meets me Halfway needs their help, rather than needs their monetary support. This one was applied based on the information analyzed made in the theoretical framework. This presentation can be found in the appendix of this thesis.

Approximately 6-7 sponsors took part in the first festival of Meet me Halfway. From different fields, providing support in the donation of food, snacks, drinks, venue, and areas for the

workshops, among other services. As mentioned previously, it was made a list of sponsors in three different areas, Helsinki, Espoo, and Vantaa. The total number of sponsors found in this area, that could be potential participants in the event was 67 companies in total. Sponsors on this list were based on the needs at the time of the event. From food suppliers to heating lamps (for the volunteer's area).

The screenshot shows a Google Sheets spreadsheet with the following data:

	A	B	C
1			
2		Company name	website
3	heater lamps		
4	r-kioski		
5	k-ryhmä	K-market Kurkimäki	
6		Pilkevaara Oy K market Kivikko	
7		8-Bit Brewery	<a href="https://www.8bitbrewing.fi/">https://www.8bitbrewing.fi/</a>
8		EOP	<a href="https://www.omapanimo.fi/?page_id=11">https://www.omapanimo.fi/?page_id=11</a>
9		Polku Ry	<a href="https://polku.avy.fi/">https://polku.avy.fi/</a>
10		Tired Uncle's Taproom	<a href="https://www.facebook.com/tireduncletaproom">https://www.facebook.com/tireduncletaproom</a>
11		Pannimo Nurkka	<a href="https://panimonurkka.fi/rekisteriseloste/">https://panimonurkka.fi/rekisteriseloste/</a>
12			
13		Helsinki Bryggeri	<a href="https://helsinkibryggeribrewhouse.fi/contact/">https://helsinkibryggeribrewhouse.fi/contact/</a>
14		Vallilan panimo	<a href="https://www.vallilanpanimo.fi/">https://www.vallilanpanimo.fi/</a>
15		Pien bar	<a href="https://www.pien.fi/#contact">https://www.pien.fi/#contact</a>
16		Pyynikin brewhouse	<a href="https://www.pyynikinbrewhouse.fi/pyynikin-taproom/">https://www.pyynikinbrewhouse.fi/pyynikin-taproom/</a>
17		Teerenpeli	<a href="https://www.teerenpeli.com/fi/Yritys/Sponsorointi">https://www.teerenpeli.com/fi/Yritys/Sponsorointi</a>
18		Expert Food	<a href="http://www.expertfood.fi/">http://www.expertfood.fi/</a>
19		FAT LIZARD	<a href="https://www.fatlizard.beer/otayhteytta">https://www.fatlizard.beer/otayhteytta</a>
20		Pizzeria ViaTribunaali	<a href="https://viatribunali.fi/en/contact/">https://viatribunali.fi/en/contact/</a>
21		Linkopizzabar	<a href="https://linkopizzabar.fi/">https://linkopizzabar.fi/</a>
22		Share Catering	

Figure 14. Sponsorship Contact Information (2022)

Due to the GDPR, this list is shown on the company and its website. However, the original list contains phone numbers, names, and emails. This list was created by the authors of this thesis.

In addition, a highly fundamental part of any type of sponsorship as mentioned before is to create a relationship. Looking at the sponsors from different perspectives. During the days of the festivals, it was created a small billboard, where all brands participating as sponsors were placed, showing their logos. At the same time, this small billboard was also used as a photobooth.



Figure 15. Meet me Halfway festival crew with the sponsor (Luppi Youth Center). On the right side Team leaders and volunteers of Meet me Halfway Festival. 2021.

In the photograph above, it can be seen the volunteers and team leaders in front of the photobooth/billboard of sponsors. In the photography below, it can be seen the crew members of Meet me Halfway event, with some of the sponsors, Luuppi Nuorisotalo and Club Wella.



Figure 16. Meet me Halfway Crew with sponsor (Club Wenla) 2021.

In the last photograph (below), it can be seen the volunteers having part of the sponsorship donation, Ugly Cookies, and the sponsorship donations (Maku Brewing).



Figure 17. Volunteers showing sponsor donations. 2021.

## 5.5 Volunteers and Team Leading

The motivation for a volunteer to participate in any sort of event can include generic motivations like doing good, the individual is looking for social and career benefits such as networking and at the same time challenges. (Getz 2019.)

As in the case of MMH, this was applied throughout the topic and for some volunteers the neighborhood where the event took place. Most of the volunteers participating at MMH were mostly exchange students, their university degrees were mostly based on scientific careers. Therefore, for many of them, it was their first time participating as volunteers in an event. Undoubtedly this was a great opportunity for the volunteers to network with the rest of the volunteers and staff.

As it was mentioned earlier, after the selection of volunteers by Hanna Hietala, the authors of this thesis were assigned to them as supervisors. The task of the supervisors was to control all the work processes of the volunteers, monitor their exact performance of tasks, help and guide volunteers by being their support, resolve unforeseen situations related to them, and support volunteers in difficult and incomprehensible situations.

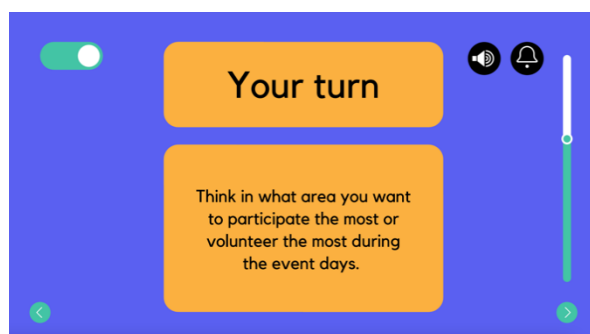
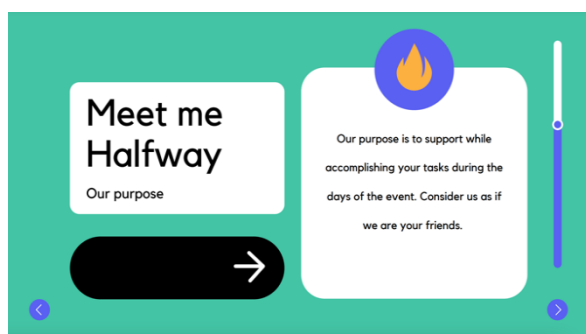


Figure 18. Introduction of MMH to the volunteers (2022)

As in the images above, the authors of this thesis generated a small presentation to introduce themselves to the volunteers as their supervisors. The objective of being their supervisor consisted of a more friendly environment. Throughout the planning phase, it was challenging to be able to meet with the volunteers. However, the chemistry between the volunteers and team leaders was fruitful throughout the event. As mentioned before, the purpose was to create a friendly environment and it was at the end of the first day that it was able to be accomplished. Therefore, on the second day, volunteers felt more connected and less shy to ask if they had any questions. However, one of the activities that helped before the event was the distribution of promotion in the streets, this was a great way to be able to meet the volunteers closer.

As stated by O'Connell, Cuthbertson & Goins (2015) the task of team leaders is to make sure that each of their volunteers is assigned to their duties and they are carried out according to the plan, accurately and efficiently. In addition, for the authors of this thesis, being team leaders during the event of MMH was a great challenge, since both authors of this thesis were taking part as team leaders during the same time, in an event that was happening in December of 2021.

The organizers of the festival (MMH), consisting of Hannah (the event organizer), compiled a schedule for the volunteers and assigned tasks to each of the volunteers. Hence, the development of the schedule and tasks for the volunteers during the festival days were also created together with the event organizers. Volunteers were distributed to different locations of the festival, where help was most needed. Locations included Cloakroom, Staff Bar, Luuppi, Wenla Club, and Backstage, some volunteers were given additional tasks such as Photography, construction, and decoration of the festival.

According to O'Toole (2011), a key skill for every event team is properly delegating work to their members. Understanding what can be delegated to teams and enabling them to handle those tasks is essential in event management. The delegation process is fundamental to team and volunteer meetings. During the festival itself, many unforeseen situations occurred, which led to the fact that some locations of the volunteers had to be changed, as well as their tasks.

The result was that the proposed schedule did not work for the festival itself, and many adjustments had to be made to the distribution of tasks for volunteers. An adjustment was



required for the volunteers' area since it turned out to be cold and the area was not equipped with any heating devices. As a result, the team leaders decided that the volunteers would be on their duty for an hour and a half, after which there would be a change of volunteers to avoid hypothermia. Besides, an adjustment was required in the cloakroom zone, since there were not enough volunteers who worked in this part due to the periodic influx of people and the multitasking of tasks that were tedious to perform at the point. Therefore, it was decided to put supervisors to work in the cloakroom area to help other volunteers. Thus, the entire cloakroom team, led by supervisors, changed places with the team that was on duty.

Some of the volunteers had to work until late midnight, thence it was rather difficult for everyone to get to their place of residence. The organizers did not plan to issue any transportation for staff during the event. However, after several negotiations, the event organizers decided to supply all volunteers who worked until late at night with a paid taxi to the house, this was part of the unforeseen expenses.

## **5.6 Implementation of Zero-waste**

Before the festival started itself, it was created a zero-waste brochure by the authors of this thesis. The brochure aimed to show all participants, volunteers, and crew of the festival how they can reduce the waste at the festival by using the booklet recommendations.

The brochure demonstrated small tips and guidance for all event stakeholders. It was explained how to sort waste by correctly using a trash bin and what everyone can do to reduce plastic and excessive water usage. Another part of the brochure demonstrated the implementation of zero-waste at the planning and finalizing stages of the festival. Which meant proper disposal of decoration materials and raising awareness of supporting local businesses by encouraging participants to buy products and food from local markets and restaurants.

Additionally, it was created by the authors, an Instagram post before the event, to remind participants how to support good waste practices at the event. The brochure is attached in the appendix part of this thesis and can be explored more in-depth.

## 6 Recommendations

In the following chapter, it will be given recommendations regarding the festival in which the authors of this thesis took part.

The first Meet me Halfway Festival, would have been ideal to find a venue in the city center of Helsinki. Especially for the first 2-to 3 festivals. This would be relevant to the planning phase since it is a concept and an event that was created recently, so perhaps the local people of the neighborhood of Kontula did not understand that the festival was happening. On the other hand, the festival would have been created in the city center, it could have been invited special guests and talented artists and singers of the area of Kontula, with the purpose to create awareness of the fact that there are talented people in the east area of Helsinki. The intention as well is to create popularity and gain visibility. Furthermore, in the future, the second event could already be held in Kontula, thus people who have already learned about the event the first time would be motivated to visit the festival again, regardless of the location.

Since the organizers were trying to make the event as cost-effective as possible, it can be recommended to create a budget spreadsheet (or a list of costs) before the event to calculate all unforeseen expenses and estimate the approximate costs, hence in the future, it can be reduced to a minimum. Additionally, insurance would be an integral part of the festival, as it would guarantee the organizers that in case of a stalemate or emergency, the costs would be covered by the insurance company instead of the organizers themselves, which would significantly save the budget of the event.

As for the planning of the festival, the organizers could include more people from the crew in the decision-making. An example can be taken from the situation when one of the team members purchased toilet seats worth 500 euros to turn them into an art object at the event and thus earn at these exhibitions. Nevertheless, in the author's opinion, these were unjustified purchases that were not worth the financial expenses.

Brainstorming with the entire crew, temporary staff, and event producers would have been the best to identify the needs of the festival when looking for sponsors. At one point, during the planning phase, the authors of this thesis were perhaps just trying to get as many sponsors as needed without thinking of the amount of product or donation that was going to be given in return.

It is fundamental to the relationship between the event planner and the sponsor. From different perspectives, both are in a position of a win-win situation. Seeing this from a perspective, where both of these benefited the one from the other. One by having visibility on social media and the day of the festival and the other one achieving reducing costs. However, to create this strong relationship, the best that can be made is to create a presentation customized according to the sponsor. Make the sponsor, feel the sensation that if they do not participate in the event, they would be missing out on a potential new target group of potential new clients. Hence, for them, the relationship should be customized since the initial stage was messages (being the first communication), it should not sound like a generic response, instead, it should be more seen from the perspective of the sponsor. Taking this one seriously and one by one is not seen as a monetary solution to the reduction of costs.

Undoubtedly, a safety plan would be fundamental for the MMH festival, as it is not only just an important part of any event planning. Hence, the location and environment of the neighborhood were essential for this to create a safe ambiance among the crew and volunteers. This with the purpose to give aid to the participants on how to act in cases of unforeseen and life-threatening circumstances. On the other hand, a safety plan could have also led the crew members to identify and understand what to do, if in the case someone in the crew would be missing, the plan will somehow guide what needs to be done and the steps to follow.

A huge player throughout the whole festival is to have honest communication. For the future of MMH, the best is always to have constant and honest communication, and transparency overall within the crew and temporary staff. Especially if the purpose is to reduce costs or the supervision of volunteers. On many occasions, this can give a heads up and guide if that is going in the right direction. At the same time, this could lead to reducing the costs and putting the plan into action.

Cooperation with small businesses can also be an idea that promotes and shares the values of the event. Creating unity and promoting equality. From this angle, although this is not well known, they can be allowed to participate and get to be close to a new target group or a potential customer. The cooperation within the small business could be taken for example, if there is a restaurant or a café. Perhaps they could do their respective stand, selling out their food or even giving out to try the food. The authors of this thesis were involved during the same time, in an event, where somehow this was applied. Food products like snacks, drinks, and even meals were found in the volunteer's area, for the

volunteers to try out their product. Something similar can be produced for the festival MMH. Supporting local is a good cause from the perspective of sustainability and the values shared in the event.

## 7 Discussions

After several months that have passed since the festival happened and through the development of this thesis. The authors of this thesis, recognize and identify the need for the festival to produce a low-budget event. During the initial stage of the development of the thesis, the author aimed to create a guide for NGOs regarding an event that could be created on a zero budget. However, after the festival MMH has passed, the authors reframe the topic, which still has a connection with the initial aim. Therefore, it was decided that the topic will be focused mostly on finding ways to lower the budget and finding solutions for a low budget.

The authors of this thesis joined the group of MMH. In the developing phase, as mentioned previously in different chapters, their main aim was to create a zero-waste event. Hence, the authors decided to combine zero waste festivals and solutions to lower the budget. As for the outcome of the event, the authors become the consultants for MMH. For all topics and subjects related to ways to reduce costs and ecological waste.

In the following chapter, it will be given several suggestions to reach a low-budget event. From the point of view of the experience and perspective of the authors, for the case of Meet Me Halfway (the event they were involved in) to reach a low-budget event according to the experience of the authors of this thesis.

The recommendations are given for a target group or event organizers who are based on private and corporate events mostly.

Through the eyes of the authors, it is fundamental to create a list of needs and establish the costs, in the initial phase. To visualize all costs that would be involved throughout the planning phase. Whether the event planner has a budget it is essential the creation of a cost list regardless of the size of the event. The purpose of that is to observe whether exactly the costs can be reduced. In addition, it will work as a tool for tracking expenses, that will provide support to the event organizer and stakeholders involved in the planning phase. This will lead to an important player in the solutions to reduce costs. This group is the sponsor. The creation of that will guide to define the needs, where sponsors can be implicated to reach the aim.

Sponsors are the most important stakeholders. Especially when trying to lower costs. They can cover several needs, and this can be also a win-win situation for the event planner and the company (that is being sponsored). It is recommended to create research according to not just to the needs of the event, but also to the type of sponsors. Emphasizing the target group of the festival and the reputation of the company. Once, the research is made it is highly essential to get to know the potential sponsor, what are their needs, and how their participation in the event could cover their needs. As an adviser, it is significant to look at the sponsors through the eyes of sponsors and carry out their marketing goals. Getz (2012).

According to the research that was made during the implementation of this thesis, it can be said that making a customized proposal is a plus for the event planner. This requires involving the needs of the sponsors and how these needs can be covered. Lastly, it should also be covered, why they should participate in the event and why they were chosen as sponsors for the event. In addition, it should also be included an introduction to the event, sharing values and main goals. Finally providing the target group, to maintain an honest and transparent communication between the sponsor and event planner.

Volunteers are an essential part of any event, especially events with a low budget, as they are a core of any service or work that must be implemented at the festival. Volunteers can consolidate the success of the event, as well as influence its future, as they can be considered a direct representative of the brand at the event. It is very important to leave the volunteers with the most positive emotions and impressions from working at the festival, as this directly depends on whether they will volunteer at the same vesting next year, plus the positive emotions of volunteers can help attract more human resources in the future, as volunteers tend to share their impressions with friends and acquaintances.

The empirical part discussed that additionally, volunteer duties distribution and schedule management need to be thought over carefully to have all tasks implemented correctly, to avoid both unforeseen stressful situations along with financial losses.

Since the festival itself included aspects of equality, anti-racism, and gender neutrality, this automatically covers practices such as sustainability, the well-being of employees in the workplace, as well as environmental friendliness. Thus, in this thesis, in addition to recommendations on the preservation of the event budget, all parts of these aspects are touched upon, including the reduction of garbage at the festival and the well-being of volunteers as event workers.

Moreover, the authors of the thesis talk about how to reduce waste at the event and make it more environmentally friendly, which is described in the Zero Waste brochure, that was prepared by the authors of the thesis for all participants, stakeholders, and volunteers of the event. The brochure shows in practice what methods should be used by all festival participants to reduce waste and their footprint at the event.

At the end of the festival was made a small questionnaire for the volunteers to listen to their feedback related to the general work atmosphere and job experience from the festival. To understand what could be improved and revised at future events for the volunteer work improvement.

This research can be used as help while creating an event budget plan for any festival organizer. The authors of the thesis were analysing, discussed, and gave recommendations to the event organizers that could be used for the future Meet Me Halfway festivals as well as similar kinds of events. Firstly, event planners will have a general idea of what can be considered when planning for budget cuts, and secondly, planners can avoid similar mistakes that were made during the planning stage as well as while the festival itself. This way that can be a guide and support for the event planners concerning to reduce the costs of the event.

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## Appendices

### Appendix 1. Feedback from the crew

Some days after the festival, the organizers and supervisors planned a feedback session for the volunteers to get an assessment of the work at the festival, as well as to evaluate the supervising and the quality of the distribution of work and shifts for volunteers. The feedback was compiled in the form of a questionnaire, which included several questions. The survey was conducted physically with the volunteers at a special meeting attended by event organizer Hanna, her right-hand Emmi Pesonen, and the authors of this thesis as volunteer supervisors. The first feedback questions were compiled by the authors. To get feedback from volunteers on how well they coped with their tasks as supervisors. The feedback questions are listed below:

1. *What do you think about the tasks, were they fair enough?*

This question asked the volunteers to rate if they felt the assignments were fairly distributed among the volunteers and what their overall opinion of their work tasks was.

2. *Did you feel support from supervisors?*

The question asked volunteers to rate how much they felt supported and helped by their supervisors. What would they like to receive as additional help or guidance from supervisors?

3. *Any comments that you would like to add. What could the Team Leaders have done better while supervising?*

Here it was asked the volunteers comment on something that they did not have time to say in the previous answers and express something additional for supervisors from themselves. In addition, questions asked what they thought the supervisors could have done better, in general, to make the volunteers feel confident, safe, and relaxed while performing their tasks.

As a result, the volunteers gave clear answers to what they thought and what could be improved. Volunteers felt good to support and help from supervisors, some things were not clear to them during the execution of tasks, nevertheless, these things were solved by

themselves with more accurate guidance and improvement of their supervisors. Some volunteers were lost because they did not understand exactly what tasks they would have to do, as the shifts were drawn up and distributed by the organizers of the event, instead of supervisors. In addition, the job description for the volunteers was vague and didn't give clear instructions to the volunteers. Which led to the conclusion that next time assignments would be drafted from start to finish by the supervisors to avoid further misunderstandings.

Further are listed questions from Hannah Hietala and Emmi Pesonen, about the festival in general, to gather feedback on how well the event went. The questions consisted of:

*1. What was the best thing? The thing that you would change.*

The question asked to form a general opinion about the festival and describe the best thing that the volunteers remembered from the event. Moreover, what would they change at the event itself if they were the organizers?

*2. What did you learn during the festival or your volunteer experience?*

Since after any volunteer work, people learn something new, the question was designed to find out from the volunteers which new things they learned during the event and what skills they gained while working at the festival while facing various difficult and unforeseen situations.

*3. Did you feel like it was a safe space?*

The importance of this issue was the highest, as the organizers needed to understand whether they were able to make the event a space where one could feel physically and mentally safe, free from stereotypes and inequality. Were the participants, including the volunteers, able to feel calm and relaxed at the festival.

The answers to questions from the organizers consisted mainly of short phrases, however, they gave a small picture of how the festival went according to the volunteer's opinion. Volunteers liked the atmosphere and concept of the event. From the answers, it was pointed out that during the festival there was an opportunity to communicate a lot with people, as well as meet interesting people. Volunteers enjoyed working as a team and generally felt good about having fun with colleagues. Volunteers noted that the best part was that in the short breaks from their shifts, they could enjoy the event as much as the

participants themselves, by dancing on the dance floor and interacting with people. Regarding whether the volunteers felt safe in Kontula as the location of the event, many answered “yes”, however, they did not comment on anything else. This leads to the conclusion that the event was generally calm, but there is still work to be done to ensure safety for both workers and the participants of the event. What’s more, volunteers noted that they felt safe enough, by taking aspects of equality and respect at the festival, which still justified the concept of the event.

## Appendix 2. Zero-waste guide



Strangers are friends who haven't met yet.-  
Meet Me Halfway



### VOLUNTEERS

#### IMPLEMENTATION OF ZERO WASTE

---

*Creation of a map venue, pointing out bins for recycling and water points.*

---

*Material to use for any workshop etc, the best if it can be reuse.*

---

*Promote to volunteers to bring their own water bottle, show them prior to the event, where they can get their water bottles filled.*

---

*Decoration, ideally to be re used or if in case, flowers are being used, Donate the flowers between staff or local stores around. Deco collection of old clothes, for deco.*

---

*Prior to the event, creation of a small workshop, to teach and create awareness with the volunteers and staff.*

---





## VOLUNTEERS

### IMPLEMENTATION OF ZERO WASTE

---

Creation of a recycling point / center.

---

Clear signs in each bin, what can be separated in each bin.

---

2-5 volunteers, who are in charge of sustainability- therefore who raise awareness to visitors and at the same time, checking that trash is inside bins and recycled correctly.

---

Promote the use of public transportation amongst the volunteers and staff.

---

Ensure all food (services) material are eco-friendly or that they can be recycled.

---

Select an specific bin for "masks", if it is possible promote the use of re usable masks among volunteers.



## ATTENDEES

### IMPLEMENTATION OF ZERO WASTE

---

Encourage guests to buy local food from the Kontula mall. In order to support locals.

---

Raise awareness prior to the event to use public transportation. At the same time guests can also use bikes, etc. If the weather allows it.

---

Teach with prior social media posts about the way to properly throw the trash and recycle the trash.

---

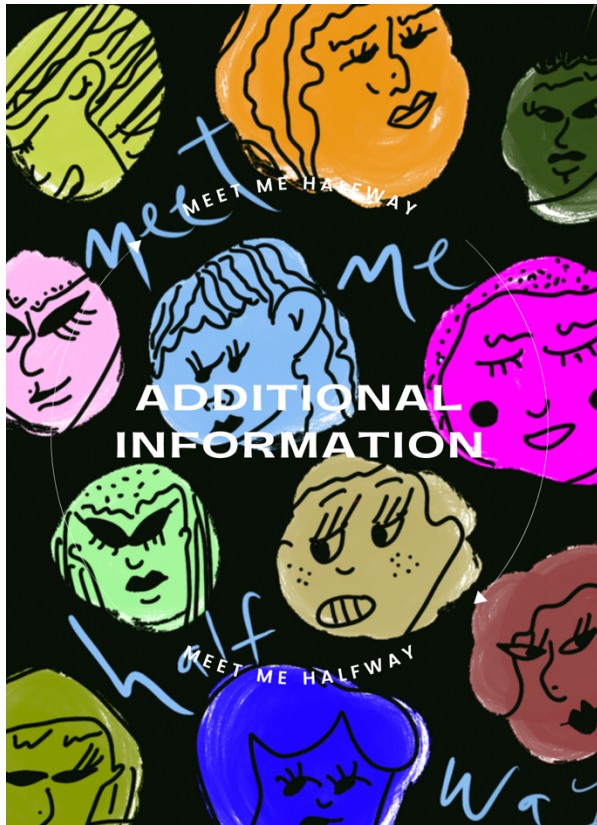
Place the maps of the venue in different places.

---

Raise awareness over the gender neutral environment in order to feel everyone comfortable.

---





VOLUNTEERS  
PUBLIC  
TRANSPORTATION TICKET  
PRICES

---

AB ZONE

Adult - 2,80 €

Child 7-17 years - 1,40 €

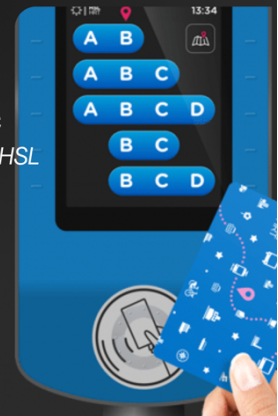
Pensioners (tickets with HSL  
card) - 1,40 €

ABC ZONE

Adult - 4,10 €

Child 7-17 years - 2,10 €

Pensioners (tickets with HSL  
card) - 2,10 €





### Appendix 3. Sponsor (media press. Used before the authors of the thesis joined the team of Meet me Halfway Festival, created by the crew of MMH).

#### Meet Me Halfway

Art and culture event "Meet Me Halfway Festival" in Eastern Helsinki, October 15th and 16th, 2021. Music, graffiti, yoga and other subcultures! Welcome to Kontula shopping centre to experience and support the pearls of the East!

We are a multicultural team: Linda Mangoko (event coordinator), Hannah Hietala (event producer), Juls Sanchez (art director) and Piret Bakkum (mind and well-being manager). We met at Putte's Bar & Pizzeria, where our shared love for culture and art came together. We all have experience in organizing cultural events and we are ready to share our wisdom and knowledge with the Finnish people.

Through the project, we want to show all generations how things can best be handled together. We want to set an example and create a festival where we meet our guests halfway through (Meet me Halfway). Together with them, we want to create a meeting place for strangers and familiars, as well as for everyone who wants to grow, learn and enjoy through culture and art. The purpose of our festival is to increase unity and equality by creating a safe and confident feeling for people as they experience something new and awaken to the beauty of difference. *Great part of our values is that everything is ecological and self-made.*

Equality is important to us, and we want everyone to feel welcomed. We want to support the locals, expand Helsinki to the east and make multiculturalism a norm. The event allows for self-examination, understanding and open expression of emotions. We want to combine multiculturalism, visual and graffiti art, wellbeing and music creating a "Rainbow of culture all under the same roof".

In addition to music, we want to give artists a chance to show off their talents and skills. We want to be an art gallery for anyone who wouldn't otherwise have the opportunity to do so. We are also interested in advancing graffiti art and to have a participatory art workshop. In addition to art, we are really interested in people's wellbeing and self-understanding. We offer activities through voice therapy, yoga, meditation and mindfulness. The food and drinks are facilitated by the main venue of the festival restaurant Wenla and the surrounding food facilities at Kontula shopping mall, who we want to support during corona by bringing more customers.

for strangers and familiars, as well as for everyone who wants to grow, learn and enjoy through culture and art. The purpose of our festival is to increase unity and equality by creating a safe and confident feeling for people as they experience something new and awaken to the beauty of difference. *Great part of our values is that everything is ecological and self-made.*

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You can find us in Instagram: @meetmehalfwayfestival  
Contact us by email: info@meetmehalfwayfestival.com

**Appendix 4. Sponsor customized proposal (Used after the authors of the thesis join the team of Meet me Halfway, created by the authors of this thesis).**



We need each other for big things to happen, we come halfway through will you?

### -MEET ME HALFWAY?





**ABOUT US**

We are a multicultural production group from Helsinki wanting to bring Helsinki communities together with culture and art.



### OUR GOALS

Strangers are friend who haven't met yet - this means that bringing new people together from different backgrounds will bring more unity in our individualistic society. Meet Me Halfway creates a platform for artist in Kontula and surrounding areas to show what "the east" has to offer.



## OUR VALUES

Equality, diversity, sustainability, and unity.

We aim to break stereotypes of eastern Helsinki & create a DIY event with recycled materials.



## TARGET AUDIENCE

A) teen agers and young adults in eastern Helsinki

B) People of all ages in the capital region with interest to underground culture and our programme: Rap & Electronic music, Skateboarding, Graffiti, Mindfulness, Yoga, Performance art & Equality Panel



## Why Fodbar?


A local and innovative brand with the purpose to help others. From volunteers to event producers all need to have energy and have a well balanced nutrition during the event. Fodbar came up with a great concept that helps all of this people with the purpose to get real and healthy fo








**Benefits of participating**

- **Increase of brand awareness to younger generations.**
- **Product exposure between volunteers staff and artists.**
- **Media Exposure**



**Offer**

Visibility the days of the event (15th and 16th of October).  
Exposure in our social media platforms, reach to new customers (youth).  
Photography session for website or social media purposes.



## Appendix 5. Sponsor contact sheet- research of sponsors.

TO DO sponsors ☆ 📄 ☁

Archivo Editar Ver Insertar Formato Datos Herramientas Extensiones Ayuda Última modificación de Linda Mangoko-Mbuli el 12 de octubre de 202

50% € % .0\_ .00 123 Predetermi... 10 B I S A

A1 SPONSORS/GRANTS

WHO/WHAT	RESPONSIBLE	DEADLINE	STATUS	MORE INFO	WEBSITE	CONTACT PERSON
SPONSORS/GRANTS				(done/pending/cancelled)	(money/stuff/how much/logistics/etc)	
1						
2						
3						
4						
5	KOKI	Hannah	29.9	done	about 140 bottles of non-alc and alc drinks, will contact TINE to pick up from post	
6	MWU brewing	Hannah	11.10	email sent	3 cases	
7	En Lizen	Hannah	29.9	cancelled	they already have all sponsorships for this year	
8	Uusikauppi Pannimo	Hannah	29.9	cancelled	they already have all sponsorships for this year	
9	Olarin Panimo	Hannah	30.8	done	light 4 cases of beer, pick up beginning of October	
10	Kotikonu K-supermarket					
11	Kokkila Ltd					
12	Konkula S-market					
13	Gadget Store					
14	Jungle Juice Bar	Anna	30.8	pending	Contacted 2.9. However they didn't answer email or call	
15	Pincello	Anna	30.8	pending	Waiting for an answer, will contact again 2.9	
16	Helinki Distillery	Anna	30.8	pending	Contacted through phone the CEO, he will be checking email 8.9	
17	Long Drink	Cavi	30.8	pending	Waiting for an answer, will contact again 2.9	
18	Elko Beer	Cavi	30.8	pending	Email forwarded to the correct team. Waiting for an answer.	
19	Olari Panimo	Cavi	30.8	cancelled	they already have all the sponsorships for this year	
20	Olarin Panimo	Cavi	30.8	done	Olari will pick up	
21	Meira	Cavi	13.9			
22	Pöytäbar	Cavi	13.9			
23	Chick Pils Beer	Ernst	18.9			
24	Flamingo Juice Bar	Ernst / Cavi		pending	will ask Alejandro	
25	Helinki Bryggeri					bryggeri.helsinki@broy6 <a href="https://helsinki.bryggeribrewhouse.fi/contact">https://helsinki.bryggeribrewhouse.fi/contact</a>
26	Kokkila Brewing				4 cases	
27	Pien Bar					<a href="https://www.pien.fi/contact">https://www.pien.fi/contact</a> <a href="mailto:brewpub@pien.fi">brewpub@pien.fi</a>
28						
29	Kulttuuritalo Caisa	Linda	9.9			
30	Pizzeria ViaTribunali					<a href="https://viatribunali.fi/en/contacts">https://viatribunali.fi/en/contacts</a> <a href="mailto:sami@sonofapunch.com">sami@sonofapunch.com</a>
31						
32						
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## Appendix 6. Material promotion (dedicated for sponsors) visibility of sponsors.

Sinebrychoff  
 "Sinebrychoffille Meet Me Halfway -festivaali on luonnollinen kumppani - juuremme ovat Helsingissä ja taiteessa, haluamme olla mukana luomassa elämyksiä ja kohtaamisia. Ja taiteesta puhuen - Sinebrychoffin taidemuseo täyttää muuten nyt syksyllä tasan 100 vuotta!"

Olarin Panimo  
 Suomen alakulttuurin kehdestä tuleva Olarin Panimo vannoo tekemisensä aidon lähiömenon, graffitien ja börstan kaatamisen nimeen. Mottonamme on tehdä sitä mitä rakastetaan ja tehdä se koko sydämmellä.  
 "Olarilaista, ehdottoman maanalaista."

Kakola Brewing Company on vuonna 2018 perustettu naapurustopanimo Kakolanmäellä Turussa. Kakola Brewing Companyn takana on kolme paikallista elämää fiilistelevää ystäväystä, jotka jakavat intohimon tehdä jokapäiväisestä elämisestä parempaa. Meidän visionamme on yhdistää olut yksinkertaiseen ja vaivattomaan muotoiluun sekä tuoda olut osaksi paikallista elämää. Laadukkaat raaka-aineet, huumori ja inhimillinen ote ovat arvojemme ytimessä.

## MAKU BREWING

on kahden kaveruksen vuonna 2014 perustama hiilnegatiivinen pienpanimo Tuusulasta. Me emme kikkaile, vaan valmistamme suoraviivaista bissee laidasta laitaan, tyylijajista riippumatta. Meidän mielestä olut on tehty juotavaksi. Ja Maku, jos joku, tekee oluen!

## MAKU

Syyt, miksi me haluttiin lähteä mukaan: "Meet me halfway on vapaaehtoisvoimin, leuat lukkoon väntävällä purennalla rakennettu festari. Se tapahtuu aikana, jolloin etenkin marginalisoidut ihmiset tarvitsevat itselleen tilan ja äänen. Näitä Meet me halfway tarjoaa ja omalta osaltamme tahdomme olla tukemassa tämän kaltaista toimintaa." -Juho Virtanen, Yhteisömanageri/Maku Brewing

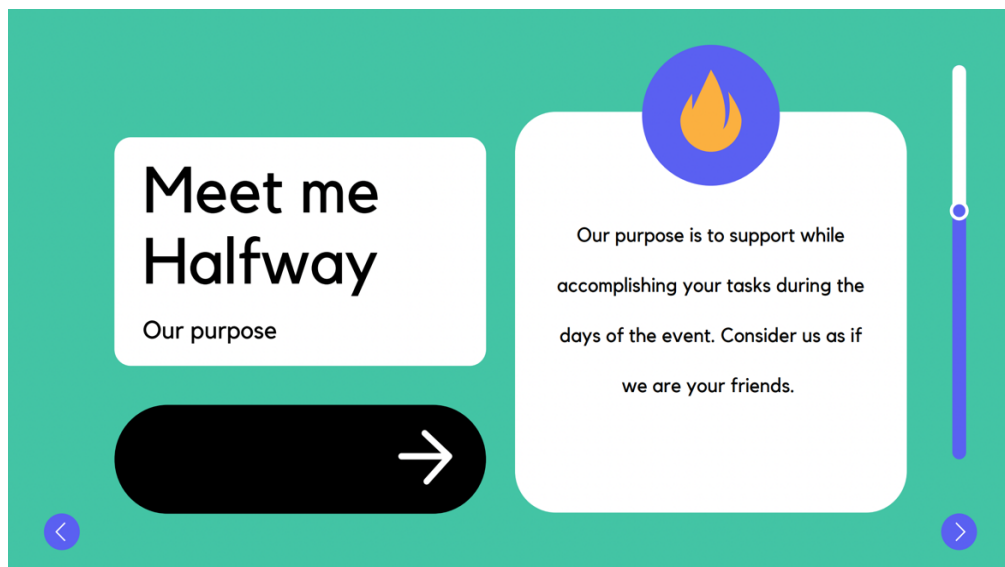
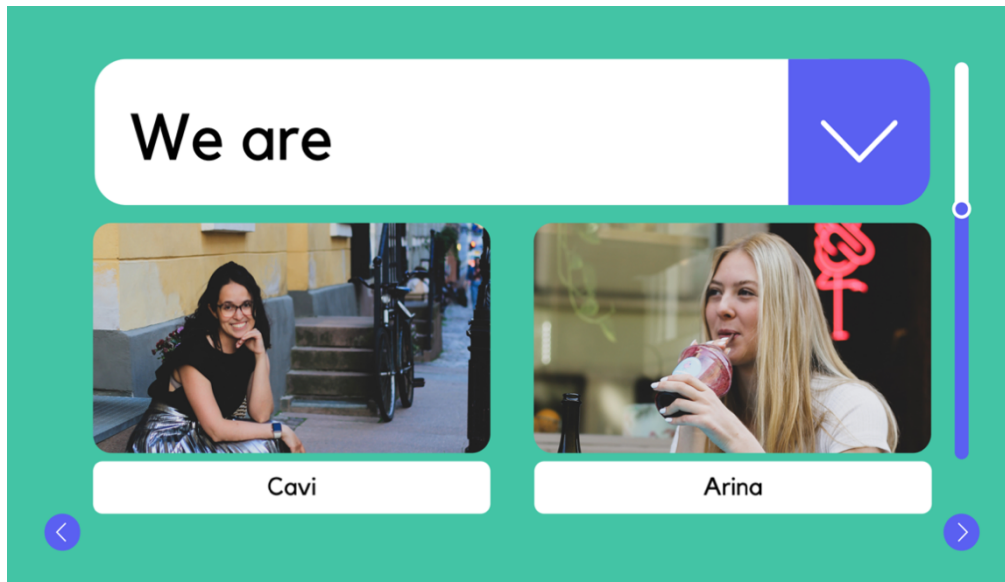
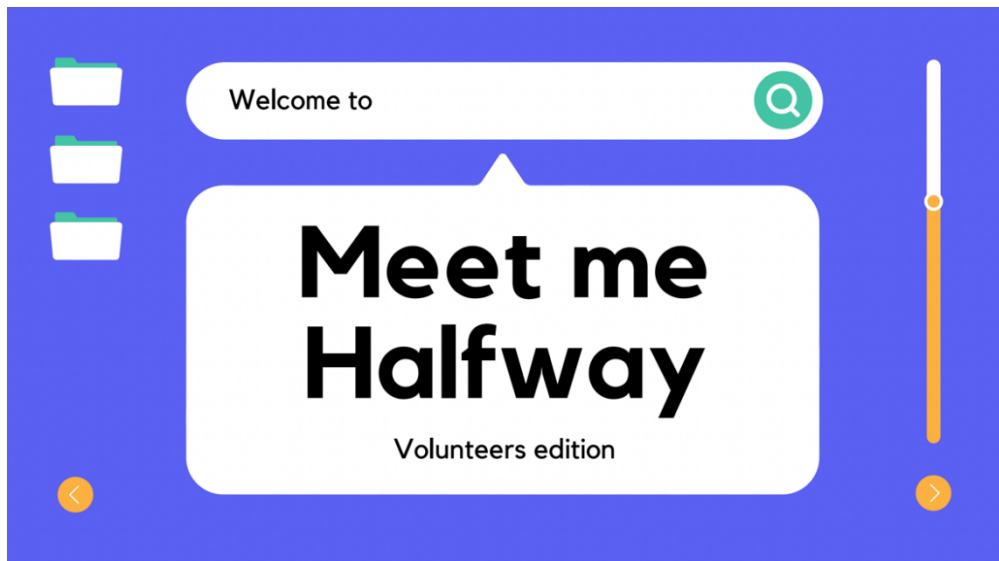
## Ugly Cookies

Sofi-baked, American-style cookies. Hand made in Finland. We use quality ingredients from sustainable, ethical sources. No crap. We don't care much about appearances. It's not how things look, it's how they actually are that's important. We're curious about what lies beneath the surface. It is substance we're after. And you can taste it in our cookies. They may be ugly, but we hope to give you a deeply satisfying, rich and delicious experience. Your smile will say it all. We believe in an honest experience. And by the way, that's pretty much the way we feel about people too.

## Putte's Pizza (& Bar)

konsepti on Kettupojat Oy:n alla toimiva rento pizaravintola. Eri toimipaikkoja sijaitsee Kalevankadulla, Tapiolassa, Sompasaarella ja Tikkurilassa. "Come as you are" pohjaa juurensa siitä, että haluamme edustaa asiakkaillemme suvaitsevaisuutta ja monikulttuurisuutta. Hyväksymme kaikki sellaisina, kun he ovat. Henkilökuntammekin hyvin monisäikeinen ja täynnä erilaisia persoonia!

Appendix 7. Introduction to Meet me Halfway to the Volunteers (created by the authors of this thesis).



## Your turn

Think in what area you want to participate the most or volunteer the most during the event days.

## Areas

for the tasks (before and during the event)

- 1 Hands on! Support to build and place decoration before the event.
- 2 Logistic, pick in up food, etc. Aprox 2.
- 3 3 minutes is allotted for a single match-up.
- 4 Assists artists during the day of the event. Provide as much help as needed.
- 5 Support in the area of waste management. Raising awarness over the waste during the day of the event.
- 6 Assisting in the cloakroom, aprox 2 people.
- 7 Volunteers in the different workshops, for example in the grafitti, etc.



## Appendix 7. Volunteers shifts and crew for the event days 15<sup>th</sup> and 16<sup>th</sup> of October 2021.

	PESO	EEVI	JULS	LINDA	EMMI	HANNAH		AMMAR	JULIA	ANASTASIJA		STIQU	SHOROUK	HELOISE	TUULI
10:00 build			art exhibition	13:00 videocam	Print 12:00	Jesse helps with	14:00					Wenla	Building&Deco		
build	Luuppi 15:00	art exhibition	Backstage prep	14:00 cloakroom	15:00 staff bar	16:00	Staff Bar 15:00				Cloak Room	Cloak Room	Building&Deco		Backstage 17:00
build	some	art exhibition	Video	Wenla/Staff Bar	Wenla/Staff Bar	18:00	Staff Bar	Staff Bar			Cloak Room	Cloak Room	Luuppi	Photographing from 17:00	Backstage
	luuppi 19:30	art exhibition	Wenla/Backstag	Wenla/Staff Bar	Wenla/Staff Bar	20:00	Staff Bar	Staff Bar	Staff Bar		Cloak Room	Cloak Room	Luuppi	Photographing	Backstage
	some	take down after	DJ	Wenla/Staff Bar	Wenla/Staff Bar	22:00	Puttes Pizza 21:	Staff Bar	Staff Bar		Cloak Room	Cloak Room		Photographing	Backstage
	some	wenla	DJ	Wenla/Staff Bar	Wenla/Backstag	24:00		Staff Bar	Staff Bar		Cloak Room	Cloak Room		Photographing	Backstage
	some	wenla	DJ	Wenla/Staff Bar	Wenla/Backstag	01:00			Staff Bar		Cloak Room	Cloak Room		Photographing	Backstage

	AMMAR	JULIA	ANASTASIJA	SHOROUK
12:00				
13:00				
14:00	Arriving at Wenla			Building&Deco
15:00	logistic			Building&Deco
16:00	logistic			Building&Deco
17:00	Promotion	Promotion	Promotion	Promotion
20:00	Day ends	Day ends	Day ends	Day ends

	AMMAR	JULIA	ANASTASIJA	SOMEBOY	SHOROUK	STIQU	HELOISE	TUULI
13:00	Staff Bar/Guiding				Luuppi	Staff Bar		
14:00	Staff Bar/Guiding				Luuppi	Staff Bar		
16:00	Staff Bar/Guiding			Cloak Room	Luuppi	Equality Panel		Backstage
18:00		Staff Bar	Staff Bar	Cloak Room		Equality Panel	Photographing	Backstage
20:00		Staff Bar	Staff Bar	Cloak Room		CLOAKROOM?	Photographing	Backstage
22:00	Puttes Pizza 21:30	Staff Bar	Staff Bar	Cloak Room		CLOAKROOM?	Photographing	Backstage
24:00		Staff Bar	Staff Bar	Cloak Room			Photographing	Backstage
01:00			Staff Bar	Cloak Room			Photographing	Backstage

Appendix 8. The full program of Meet Me Halfway

# MEET ME HALFWAY

**FRIDAY 15.10.21**  
**CLUB WENLA**

17:00 MEET ME HALFWAY STARTS!

18:00 ART GALLERY EXHIBITION GRAND OPENING... COME MEET THE ARTISTS!

20:00 MUSKETIT

21:00 KEVIN TANDU

22:00-23:00 DJ MANGO

23:00 > LARA SILVA

**LUUPPI**

17:30 - 20:00 GRAFFITI WORKSHOP WITH JANI TOLIN

**SATURDAY 16.10.21**  
**CLUB WENLA**

13:00 FESTIVAL DOORS ARE OPEN and so is the ART GALLERY EXHIBITION!

17:00 - 18:00 MEET AND GREET the artists of the Art Gallery exhibition!

18:00 - 20:00 OPEN MIC (open for everyone, sign up on spot in time to make sure your place)

20:00 > TROPICAL PARTY Back2Back by DJ MARC FRED & DJ MAGIC SAM

**LUUPPI**

13:00 - 14:00 HANDSTANDING with Piret Bakkum (suitable for beginners)

14:30 - 16:00 YOGA MEDITATION with MAXIMILIANO and VIU (suitable for beginners)

16:30 - 18:00 EQUALITY PANEL by EMMI FROM FINLAND

FOLLOW US  
FOR MORE DETAILED INFO  
ON INSTAGRAM!!  
**@MEETMEHALFWAYFESTIVAL**

Appendix 8. Promotional Material (Zero Waste) for MMH. Instagram post-2021.

