

Saimaa University of Applied Sciences
Faculty of Tourism and Hospitality, Imatra
Degree Programme in Hotel, Restaurant and Tourism Management

Taisiya Levkovich

**Planning and implementing an exclusive event
for special clients. Case “MAFF”.**

Thesis 2016

Abstract

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Instructor: Senior Lecturer Ilkka Lehtola, Saimaa University of Applied Sciences

The purpose of the project-based thesis is to present an extended service of event-planning and event-organizing. The aim is to embed events where guests will not only have opportunity to have a good time during the events, but also to make new connections. A product offered is unique type of event demonstrated on the example of a party coordinated by author with the help of investors from emerging company.

The theoretical part of the thesis was collected from sources of different origins, including literature, lecture materials, internet, interviews and articles. The empirical part combines preparation of a pilot event, including all predetermined stages of planning and implementing of the project. The accomplishment of the study was demonstrated with the help of event held by a request of young entrepreneurs from company “MAFF”. The author conducted a pilot party on 10th September 2016.

The positive result expected was received what was proved by the success of the questionnaire conducted. This showed that the concept may be used for creating a profitable and demanded business. The conclusion and suggestions could be helpful for continuous improvement of the product.

Keywords: planning event, implementing event, exclusive event

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1 Introduction

Each community, during a process of defining their unique strengths, points of difference, capacity and heritage have implemented and managed successful exclusive events. Those have build civic pride, community capacity, social capacity, local leadership and a sense of place. In all cases, the events have had mostly positive impact on the local economy, business development and spirit of entrepreneurialism. (Allen *et al.* 2002, p.2)

Event management is the co-ordination, gathering and functioning of a community that comes together to create any event. (Event Business Academy 2011) Event management is a complete set of actions for the creation of corporate and public events. And if the first one is aimed mainly at strengthening intra-corporate spirit, the latter have a strong support for advertising and PR-campaigns. In general, the event management task is to turn banal occasions into events that will be memorable even after its completion.

The thesis combines theoretical and empirical sections. Theoretical section introduces an explanation about event-planning and implementing and general information about the event conducted. Furthermore, the author is going to acquaint the readers with the aspects of budgeting, cost and profitability accounting on this stage of the thesis to confirm the theory of a project being profitable. In the empirical part the accurate procedure of planning process of the pilot event is depicted as well as all approaches admitted during the arrangement. This part also contains a distribution strategy for promoting the service to a predetermined target group and the questionnaire conducted after an event. In addition this part comprises detailed calculations of financial aspect for the sample event.

The thesis is functional; the whole research process is applied into action. The author chose a project based thesis and this topic particularly because of their interest in organizing projects in general and a personal vision of event-planning. Little competition in the niche offering same services both in Russia and Finland appeared to be a really unique opportunity to be the first one to

dispense the event organizing service in the manner that the author wants to do it. Changes in the social and economic life of society have taken place in recent decades which have led to the fact that today there is a rapid development of various spheres of activities resulting in a steady increase in the diversity of services offered to customers.

The aim of the thesis is demonstrating a detailed event-organizing process including all stages and deep analysis of customers' needs information, which is necessary to take into consideration when carrying out any event. Moreover, the objective is to prove that that professional approach in planning and clear understanding of potential segment could reach a successful result in any event. Most of the services offered in the event-organizing niche are more or less alike. One more reason of the project is to engage affairs of different nature where strangers who a priori are more trustworthy and potentially have things in common participate. This is kind of events are thought not to be yet developed either in Europe or in Russia, which would give a strong competitive advantage on the market.

2 Event planning and organizing

Project is a temporary venture designed to create a unique product or service. Temporary an author that every project has a beginning and certainly there comes the end of when the objectives are achieved, or there is an understanding that these goals cannot be achieved. Unique means that created products or services are substantially different from other similar products and services. The uniqueness of the products or services of the project necessitates the successive refinement of their performance as the project progresses.

Event planning must take into account a wide variety of opinions, needs and preferences. Scheduling of event is complex and at the same times an effective tool that is helpful in organizing any event at the highest level. This applies to master classes and workshops, organization of weddings, parties, concerts and other events. (Henry 2013)

Proper planning is the key to the success of any project. A clear goal must be set an efficient plan to help to achieve these goals. For any action is it necessary to put two goals: the first goal is what is expected to receive from the party and the second is what is the motivation and the reasons for the guests to visit the happening. These goals are used to put the focus on the efforts to effectively organize the activities and provide the necessary impact and results for all participants.

2.1. Definition and classification of an event

According to Shumovich who from the position of practice gives quite a generalized definition of an event: Event is a kind of human activity, suggesting a meeting and interaction of different people, time-limited and related to the implementation of any common purposes. (Shumovich 2008 p.112)

Events are form of tourism which is associated with the specific resources of the place where it is held to attract potential visitors. Events can be classified according to content, location, scope, size and importance. (Getz 1997, p.315)

Project management is the process of using habitual principles, procedures and policies to manage a project. (TechTarget 2016) Festival and event planning should be based on general development goals so that residents maintain their lifestyle and fulfill their aspirations. (Allen *et al.* 2000, p.229)

The organizer needs to understand the goals of every event-type and for the one who is invited event-classification is necessary to know what to expect from an event. Positioning should be as correct as possible, an event manager and a guest must equally understand the format of event activities. This will help creating a comfortable atmosphere and to avoid unpleasant incidents.

Type of event	Results for the participants	Results for organizers
Business <ul style="list-style-type: none"> • dealer forums • conference, forums and congresses 	<ul style="list-style-type: none"> • exchange of ideas • getting new skills • establishing new contacts 	<ul style="list-style-type: none"> • attract new contacts and customers, increase loyalty of old ones • search for new ideas

• business breakfasts		• attraction of investments
Educational	• training	
	• learning behavior in new situations	• increase in sales
• Workshops		• improving the efficiency
• Trainings	• getting and improving new skills	• profits from the event
For media	• getting the most accurate information from first hands	• press attraction
• press conference		• publication
• press tours		• PR
		• anti-crisis actions
Charitable	• opportunity to help those in need	• demonstration of social responsibility
• charity concerts, dinners	• communication	• opportunity to help
• fundraising	• entertainment	• attracting media attention
• Outsearch activities	• getting information about updates	• attract new contacts and customers, increase loyalty of old ones
• sales promotion activities	• receive special conditions for purchases	• increase in sales
• presentations		
Entertaining	• communication	• increase employee loyalty
• corporate events	• entertainment	
	• strengthening of relations within the team	• attracting media attention
• team-building events		
Gala/Celebrations		
• Banquets, receptions, anniversaries	• communication	
	• the formation of traditions	• Increasing status of company
• welcome VIP guests	• status support	
Mass		• attraction of tourists, sponsors
• city holidays	• communication	
• concerts	• entertainment	• culture support
• festivals		• demonstration of social

• exhibitions			responsibility
Sportive	• Entertainment		• tourist attraction
• competition	• recognition achievements	of	• Indirect mass advertising

Table 1. Event-classification, (Levkovich, 2016)

This classification of event activities is not complete and may be supplemented. It proves once again that the spectrum of event projects is very extensive. Normally each event manager has their own calendar compendium list of events. The list can consist of a different number of points. For business owners it can be 2-3 important events per year, and for the event agencies from 12 to 80 projects a year. Everything is very individual; one can carry out two large and complex events or 20 small and simple for one year.

“PESOK” event is obviously classified as an entertaining event, as all the guests attend with the purpose to have fun, communicate and make new friends and connections. The reasons for organizing this event for the supervisors were attracting media attention, getting new customers and stakeholders, establishing nice environment during a celebration and creating a bright name of the company in the market.

2.2.Planning and implementing of an event

The event can be considered successful only when all participants, both guests and hosts, feel that the organizers have thought of everything, taken into account the wishes and met all expectations.



Figure 1. The model for event replication (Allen *et al.*, 2000, p.558)

The model shown above is a general guidance for all event-organizers which demonstrates all the necessary stages of implementing an activity.

To explore the technology of preparation and holding of special events, the author considered McCarthy's standard pattern of five modules: the constituent parts of the complex preparation and implementation of activities of all major types, called the four "P" and "F". It consists of the following components:

The first "P" is Place. The venue has a number of characteristics that can be well or poorly represented. Therefore, the location where the event is conducted normally has a number of requirements depending on the type of an event, size and aims. The second "P" is Promotion. The step of advertising and information includes the preparation and distribution of invitations, information campaign in the media about the upcoming event and other promoting services. It uses tools such as invitations, press releases, souvenirs, etc. The third "P" is Presentation. At the event, it is needed to maximize the use of audiovisual equipment, meaning audio and video resources. Thus, as qualitative and graphically expressive audio-visual materials, like slide show, video or computer presentation, not only make the event more interesting, but also leave a strong impression about it. The fourth "P" is Personnel. The staff can be company staff or involved, as well as skilled and technical. Composition of the staff may be different depending on the event. "F" is Follow-up. Evaluation and consolidation

of the results of the event increases its effectiveness. Form of evaluation and consolidation of the results is an intensive work with all participants after the event. (McCarthy, 1964)

There is a broad variety to help the coordinators to handle the events, one more used in order not to forget anything during planning and implementing “PESOK” celebration was the RACE system by John Marston which includes:

R	Research	Study
A	Action	Planning
C	Communication	Implementation and coordination
E	Evaluation	Appraisal

Table 2. RACE system, (Marston 1963, p. 161)

Each of these phases contains the basic elements of the work during special events. These are elements like participants, contractors, sponsors, the media, etc., documents management, various forms of reporting, negotiations, business correspondence, and so on.

2.2.1. Essence of the event

An exclusive event is a gathering of people, designed to celebrate, honor, discuss, sell, teach about, encourage, observe, or influence human endeavors. (Matthews 2008, p.14)

Exclusive event is a bright and memorable action, which is conducted on behalf of organization to promote the brand, creating a memorable image of the company in the minds of the target audience. (Goldblatt 2005) After a research an author has revealed that standard solutions for organizing events are already uninteresting, so the agencies are actively developing and offering customized client solutions.

“PESOK” event is a celebration conducted 10th September in the suburbs of Saint-Petersburg, nearby the lake Kavgolovo. The positioning of the action was farewell of summer. The elected target group was people around 18-27 years, who study in universities or have recently graduated, they are active, love outdoor sports, traveling and obviously making new connections. The event had

a program for the whole day including sports, lunch, dance and with the continuation at night. The special event was a closed party with pre-booked and pre-bought tickets.

2.2.2. Aims

Deciding to hold an event any organizer must think about what they are doing, which means defining the goals and objectives. These are different concepts, so firstly it is needed to understand how they differ.

Goals are what the organizer of the event is willing to achieve as a result of an action. These global achievements are the reasons for conducting an event, the strategic direction.

For example, the aims may be: to form a pool of loyal partners; make new business networks; gain profit.

The objectives are specific, measurable achievements of the event. They are local, tactical indicate the direction for action. The task can be: to involve a minimum of 150 visitors; to receive 50 new potential customers; to get at least 5 publications after the happening.

Formation of the event goals and objectives is a key point for getting started. It is an absolutely mandatory step. Missing this stage can lead to losing the meaning and direction of the rest of the work. Organization of events is creative work and fascinating process. There are a lot of details and opportunities to implement ideas and fantasies that is why the desire to go from theory to practice is big. Therefore, the risk to miss the connection of ideas with the objectives of the event is very large.

The aims of the “PESOK” party are creating a sturdy image of upcoming “MAFF” company, to attract target audience and to light up in the event-organizing industry. The success of an event can influence on future investors and contactors: the more fruitful the happening will be, the more desirous collaborators there will be in future. Moreover, the author wanted to demonstrate all the stages of organizing and a satisfied result of a well-planned happening.

2.2.3. Organization and responsibilities

Event scheduling is used to select the content, methods and means necessary for its preparation and conduction. The simulation results are reflected in the synopsis of activities, which has a clear structure, which includes a number of mandatory points.

In order to hold a special event in high quality, one needs to do a lot of preparatory and organizational work: identify the objectives of the activity, consider the composition of the participants, write a script, send out invitations, obtain the consent of the main parties, to prepare the room or playground, as well as to take into account many other important stuff.

A number of different professionals and services are involved in event-planning and organizing. During the preparation there is a need to work with contractors, sponsors, partners and media communication. It should be noted that when working in this direction, the main qualities which an event-manager should have are the communicative skills, ability negotiate and work with objections.

Contractors are the companies with goods and services, which are necessary for the organization of a happening. Initially, the coordinator should decide what those companies will be. To do this, it is necessary to commensurate resources, which are at the company, with the things which definitely will be needed and without which the event will be defective. In addition, contractors are all those companies that need assistance in the very day of the event: the hotel, meeting rooms, catering services, restaurants, excursion companies, transfer service, etc. The process of working with contractors include: monitoring of potential contractors and preparation of database, search for the most appropriate options for cooperation, writing sponsorship (partnership) proposals, negotiations and decision-making about the form of cooperation, development and maintenance of the necessary documentation. More serious communication skills are required in work with sponsors, because in this case it is not netting "services advertising", but the specific and commensurate finances.

Specificity of work with the sponsor is in the variety of services provided. It is necessary to define the various categories of sponsorship and to prepare a package proposal for each of these categories. It is possible to come up and introduce own system of grading sponsors: general, official, sponsor of the session, platinum, gold, silver, bronze sponsor, general partner, official partner, partner, etc. Variations can be set; the essence of this does not change. Each category of sponsorship must be clearly regulated by the package offer and the cost of the package.

Proper planning is a key to successful operation, whether it is the organization and conduct of the event or performance of the company for the quarter. Today a lot of attention to this issue is given in the specialized literature. Planning is a very complicated but exciting process of project management.

3 Product and product development

A new product is product/service, or idea that is perceived by some potential customers as new. Product development is the process of creation of new products or improving already existing products with the help of new features or specifications. Product development can be an establishment of an entirely new product that will meet the new market demands or satisfy defined wants or needs of the target market or modification of an already existing product. Product development is not just creation of the products alone; it also includes the marketing of the new products that have been developed. This means that product development is such a broad field, starting from coming up with an idea of a new product or product innovation, putting it through the production process, and getting the finished new product to the market.

“MAFF” vision of event organizing is a product that already exists but has additional features, which means that it has average risk to be unclaimed or misunderstood and average management issues.

Each new or developed product starts with the idea and converts into a set of physical characteristics and the services offered to a potential customer. The process by which the ideas are born, evaluated and transformed into products

is called new product development. The process of developing a new product in every company goes through different ways, but there are several steps revealed by an author that are believed to be necessary to be gone through by everybody. These stages will be discussed in the following section:

3.1. Formation of ideas;

The idea of the goods is an idea of a possible product that a company might suggest. Possible sources of generating ideas are mentioned in a table below.

Internal sources	External sources
Research conducted by the company;	Competitors' products;
Manufacturing processes;	Providers offer;
Market research;	Customer requests;
Sales representatives;	Customer complaints;
Efforts to customer service;	The opinions of outside experts, consultants;
Offers corporate executives;	Market trends.
Employees offer.	

Table 3. Sources of generating ideas, (Levkovich 2016)

The process of forming ideas should be carried out systematically; its objective is to develop as many ideas as possible. The phases of this process will be mentioned in next paragraphs.

3.2. The selection of ideas;

The purpose of this phase is to reduce the number of ideas and identify the most promising new product ideas. The challenge of the company is to stay on the most promising on the market idea.

3.3. Development of intention and its verification;

The intention of the goods is a crafted version of the idea, expressed significant consumer concepts. Checking product design involves identifying the best option plan using the intended target consumers. For this purpose, as a rule, questionnaires are conducted among them.

3.4. Development of marketing strategy;

The presentation of a marketing strategy consists of three parts. The first part describes the magnitude, structure and behavior of the target market, the expected product positioning, sales figures, market share and profits for the next few years. In the second part of the presentation of the marketing strategy an overview of the proposed price of goods on a common approach to its allocation and the estimates for the first year costs are given. The third part of the presentation contains forward-looking marketing strategies targets in terms of sales and profits, as well as long-term strategic approach to the development of the marketing mix.

3.5. Analysis of the production and marketing opportunities;

This stage involves the analysis of the planned targets of sales, costs and profits. Analysis of market opportunities includes the identification of markets and evaluation of marketing opportunities. Businesses must be able to identify market favorable circumstances. Market research results are the basis for the development of long-term strategy and the current policy of the company and determine its needs in material, human, financial and information resources.

3.6. Product development;

At this stage, the plan is to turn the goods into a real product. Drawings, diagrams, drawings, descriptions are transformed into real physical product. The prototype of the product design which embodies all the necessary functionality and has calculated all the psychological characteristics. Created product must be tested in laboratories and in operational conditions.

3.7. Test marketing;

The company produces a small shipment, chooses a small market area and sends it to the program of "Marketing-mix". It becomes obvious how clients perceive the new product and marketing efforts of the company. The advantage of this approach is that if the company will have to make changes to the product or marketing program, they will not be as global and will make it much easier and cheaper than after its launch on the entire market. However, there is a danger if competitors learn about the company's new product before, then the effect of surprise will be lost. That is why some owners prefer to "jump" through this stage, for fear that competitors will copy their product, and the company will lose the advantage of being first to market.

3.8. The deployment of commercial production;

At this stage, the company brings a new product to target market. At the same time it has to decide when, where, who and how to offer it. Often entrepreneurs derive goods gradually, step by step, introducing it to different parts of the market. The sequence of implementation depends on the resources, capabilities and firm reaction of competitors. It is needed to make sure the company gets customer response to the new product in a timely manner to take adequate measures.

3.9. Scrutiny of customer demand

Customer demand is the type and quantity of products and services that people will buy, or would buy if they were available. (Cambridge dictionary 2016) Consumer demand is the leading driver of economic growth of industrialized countries. Active consumer demand is a prerequisite for increased employment, as is almost always the bulk of the labor force is concentrated in enterprises, economic activity which stimulates the demand of the population. Purchases of goods and services in favor are integral part of everyday life of the inhabitants of developed countries.

There are individual and market demands for products or services. If the individual demand for goods reflects the desires and possibilities of the

individual consumer, the overall market demand is the total or aggregate demand for reflection on any goods of all potential consumers.

A manifestation of the needs of people in any commodity can be considered in demand. Looking at the market as a system of relations between buyer and seller on the exchange or sale of goods, it is noted that the main elements of the market mechanism are the demand, price and proposal. Specific forms of market relations are manifested in the quantity and quality of basic elements of the market. Under the influence of these elements the proportion is formed between production and consumption of goods. The ratio of supply and demand determines the price of goods on the market. The lack of demand not only determines the absence of interest, but also offers like deficiency of market relations altogether. (Schmitt et al. 2003)

Demand is expressed in monetary terms and is determined by the customer, according to buy a product or service but a certain price. The demand is not just the amount of money that goes to the purchase of goods or services, but also an expression of customer requirements from the consumer to the cost of goods or services, as demand for commodities is presented not in general, and for goods with specific consumer properties and characteristics. The theory of supply and demand applies to all sectors of the economy.

3.9.1. The factors of formatting a demand

Demand is influenced by many factors, which can be grouped into the following groups:

Economic factors	the level of production of goods, cash income, the level of retail prices and their relationship, the degree of product security achieved;
Social factors	the social culture of the society, the professional structure of the population, the level of development of culture, etc.;
Demographic factors	the population, the relationship

	between urban and rural population, age and sex composition, size and composition of families, migration of the population;
Climatic factors	geographic and climatic conditions, traditions, living conditions, etc.;
Political factors	Unforeseen emergencies.

Table 4. Factors influencing on demand, (Levkovich 2016)

The demand can be also affected by non-price factors like changes in income of the population, changes in prices of substitute products, the government's economic policy or changes in consumer preferences.

Those factors and customer demand should always be taken into consideration when introducing new product or service in the market. Even though the service offered is not the necessary physical need, it is very difficult to refuse the entertainment for the modern society. As long as the prices for the event conducted are relatively low the people are going to have a demand in the service. The factors influencing on demand for sure can concern the product offered by “MAFF” and the author but it will not be very palpably because of the specifics of the service.

4 Presenting the case company “MAFF”

The thesis was elucidated on the example of new project “MAFF” which had been recently created and specializes on organizing closed events for people from certain social circle with common interests and needs. A young event-organizing company “MAFF” which is believed to have really bright prospect in event-tourism field, but at the same time lacks experience in event planning seemed to be a great case company. The name of the project “MAFF” is an abbreviation, which is created from the first letters of names of stakeholders and at the same time means “My Favorite Friends”. This project based thesis will be a good push for the budding company to start profitable business. The event handled is supposed to bring success to “MAFF” team and attract new, wider clientele.

The idea of creation a budding company “MAFF” was born in order to appease the number of needs of four inexperienced students, who actually at the beginning were only interested in partying themselves. Each of the investors has their own interest and benefit from the actions carried out both monetarily and morally. Each of collaborators from this project is pursuing his own goals and the thesis is capable of helping in succeeding in those undertakings. Those intentions were revealed during the interviews between the author and mandators handled in the middle of September 2016:

4.1. Self-development (in general);

The most important of all people’s aspirations is the desire to self-development. Personal growth is the desire for competence, the development of abilities , increment business potential, the result of ongoing active person semantic transformations of intellectual, emotional and volitional and motivational-need areas. Self-development is carried out in conditions of socialization of the individual and his upbringing. In the future, personal development depends on the person himself, his desire for self-development, the implementation of personal meaningfulness. Everyone is following the aim to be worthy in life. The stakeholders of “MAFF” project are trying to develop their skills in event tourism.

4.2. Self-development (in particular fields);

Each of the investors has hobbies. The man is rich with resources and opportunities to work with them do not have any limits. Intellectual, physical, spiritual and moral aspects of the self lead to the formation of identity and the development of society in general. While concentrating and being responsible for different structures in the project the mandators of “MAFF” have an ability to practice and improve artistry of those skills, which include filming, making music and communication.

4.3. Self-affirmation;

The desire to assert in society is associated with a sense of self-esteem, ambition, vanity. The man is trying to prove to others that he is worth something, is seeking a certain status in society, everybody wants to be

respected and valued. Sometimes the desire for self-assertion is attributed to the prestige of the motivation and the desire to gain or maintain a high social status.

Creating the company “MAFF” and a future success of the project can provide the stakeholders with popularity, new networks and respect in the society.

4.4. Monetary/financial benefits;

It is obvious that when investing money, profit is expected. An important remark to mention is that all the expenses were covered by investors, and all the profit earned was returned to them. Making this project is not giving any monetary benefit to the idea owner.

One of the fundamental goals of the thesis is demonstrating to young entrepreneurs and the actual investors of an affair conducted by the author all stages of planning and implementing an event. This thesis might be considered as an efficient plan of the future business or be guidance for the company that already exists and offers event-planning services. This supplementation to “MAFF” business is believed to be very demanded and profitable.

5 Introducing “PESOK”

The author has made a decision not only to give the readers theoretical knowledge about planning and implementing events for exclusive needs and clients but also to demonstrate the obtained action on practice. The example of a celebration was made on the “PESOK” party. The information about the event in general and all the stages of organizing activity is mentioned in this chapter.

Two samples were chosen as a base during implementation part of the thesis: “RACE” and “Four “P’s” and “F”” which were mentioned already before in theoretical part. Even though those two samples intersect between each other, a decision was made to take into account both of them in order to plan a perfectly balanced and thought-out celebration. While thinking about a pilot party for the first time, a draft was made following a “RACE” system. Starting from research of the customer demand and competitors in July 2016, rough

plan of how it would be, including communication and choosing the methods of evaluation.

The second step was to make a research of possible places to handle an event, choose the most effective way of promotion and presentation for the segment group of people from 18 to 25 years old, counted the necessary amount of personnel and the services they would provide and find the friends who were willing to help on charity basis in exchange on possibility to participate in the event on 10 September 2016.

Even though both of those systems are really helpful and created a great basis for the future party, while implementing a party the author preferred to follow their own order of organizing the celebration which will be more precisely described in planning stages.

5.1. Idea of “PESOK” event

The idea of this specific kind of party appeared in order to organize a beach party in gray Saint-Petersburg, which is a unique opportunity for citizens of urban area to feel the spirit of summer. The organizers were certain that this concept would be a success as it is rather complicated to arrange an activity of this category of events in Leningrad region, so there was no competition for this approach. Moreover, it is obvious that the inhabitants of cultural capital of Russia would be interested in an affair at the beach, because some of them did not even have a chance to swim during summer season because of bad weather and the future amusement was including summer sports, swimming and camping. “Pesok” is a Russian word which means sand when translated to English. The name was given to create warm and positive attitude towards future celebration.

During planning and organizing the event, the author relied on some theories mentioned above as well as personal opinion about successful events and how they are possible to be handled. Four “P’s” and “F” theory and “RACE” method were both considered during the planning process.

5.2. Marketing

In saturated market conditions, fastidious consumer and global competition when introducing a new product it is necessary to think not only about the actions of promotion, sales promotion, and positioning, but rather, about the concept of visual presentation of goods, products, services or the company itself.

The idea of the project in general was to gather strangers who have common interests and needs and obviously during the event could make useful and pleasant connections. The author chose the most cheap and at the same time appropriate type of marketing for the target group: social networks advertisement and word of mouth. On fifth of July, two months before an actual happening, there was a small meeting organized to present “MAFF” to public so that they would spread the project concept within their friends.

In the middle of July 2016 the video of the area where the future celebration would have been organized was recorded with the help of quadcopter and one of the investors who is fond of filming and taking pictures. A promo video was downloaded to the internet and started to attract the potential guests. A poster was drawn and preliminary plan of the future party was as well posted on the web-pages.

Abovementioned actions were enough for advertising an event for the expected kind of audience: active, friendly people with communication skills and willing to make new friendships, students over 18 years old but most likely not older than 25.

5.3. Risk management

A risk management plan is one of the most important stages while planning any event. Risk is an activity associated with overcoming the situation of uncertainty in the inevitable choice, during which it is possible to quantitatively and qualitatively assess the likelihood of achieving a presumed result, of failure and deviation from the target. *It is probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal*

vulnerabilities, and that may be avoided through preemptive action. (Business dictionary, 2016) Risk management is a process associated with the identification, risk analysis and decision-making, which include maximizing the positive and minimizing the negative consequences of risk events. Risk management is administration of risks and economic (financial) relations arising in the process of management, including a strategy and tactics. The ultimate goal of risk management is to obtain the greatest profit at the optimum, acceptable for entrepreneur ratio of profit and risk. An important moment in the organization is to get the environment information that is needed for a decision-making. Such information and the risk-based goals can correctly determine the probability of occurrence of the event, identify risks and to assess its value.

Based on the foregoing, it can be declared that from the point of view of modern business *risk is a potential probable loss of resources, or non-receipt of revenues.* (Professional look at money, Finance, 2004)

When embedding any new product to the public it is necessary to pay a lot of attention to risk management. Moreover it is complicated and time-consuming to infiltrate on the market and to be fulfilled with the place one actually gets there.

In tourism industry it is very important to be pliable and rapidly answer the customers' demands as the requirements of quality nowadays are much higher than it used to be not so long ago. In conditions of this situation it might be complicated to amaze and attract the customers. However the competent strategy and right segmentation will support the concept. The most important limitation lies in the fact that at the beginning of launch of any product or service it is hard to make right decision about the volume and try to predict the reaction of the target market. This fact gave an evident awareness of need of an accurate analysis of every aspect during the whole product development process.

5.3.1. Risks during organization pilot party

Planning and carrying out special events is complicated and complex. Too many activities have to be reduced to a common denominator; too many

problems must be solved. On the other hand, in many cases, the result is worth the effort that is made and all the risks are possible to be reduced to "no" force majeure. There must always be a backup plan for each of the possible problems. The organizer at least should be psychologically prepared for everything. Risks associated with the organization of special events "MAFF" are not few in the organization of event «PESOK» may be related to the elements described in the following paragraphs:

5.3.1.1. Participants

Guests of an event are always a source of potential risks as it is impossible how a human being will behave, the most banal one is that all or one individual may get drunk and spoil everything. Moreover, during the event adults with higher education often start behaving like children. They get lost and cannot find the toilet, intensively lose their own things, and casually take other people's belongings. And it is neither their fault, nor organizers'. This factor should just be taken for granted and to take into account during preparation. During "PESOK" party, the participants could easily get the help in any occurred situation from the organizer or mandators, so even though this could be one of the most unexpected risks, the organizers were prepared.

5.3.1.2. Theft

Unfortunately during all events there are always plenty of opportunities for petty theft and small frauds. To avoid it there must be a cloakroom, storages or safes, where guests can keep their things. Furthermore, there must be a person in an organizing team personally responsible for the safety of equipment used during the happening. As almost all the equipment was rented, the author has shared responsibility for it with the DJ, so nothing would be lost or stolen. The exclusivity of the event conducted did not allow having a cloak room or a safe; hence the author could only count on honesty and attentiveness of the guests.

5.3.1.3. Financial risks

In some cases, the participation in the event is paid. Then there is a risk that some of the participants will not pay. When working in a store and selling a TV

in credit, there is a confidence that the customer will pay, and if not they will lose the product. The service is immaterial it is not possible to regain work after the event conducted and the risk of non-payment in the organization of events is very important.

There is also a possibility that the guests will not come even if they many times confirmed their participation. This can lead to unwanted costs, which very often are not possible to be returned.

To avoid both of those risks the payment can be taken in advance and tough cancellation policy can be created, Those, who are not able to participate will warn the coordinators in advance or just will not get their money back, which will reduce the losses.

During organization of “PESOK” the money for the tickets was collected before an event, which gave a guarantee for the author of being accurate in predictions of amount of guests.

5.3.1.4. Venue

Basically, all the problems connected with the place of the event appear if not enough attention is paid during the preparatory stage. Consequently, many hazards can be eliminated only if time is spent on choosing the area to conduct an event.

The event was held outdoors, near a lake in the suburbs of Saint-Petersburg. One fundamental risk was bad weather which could be solved with the ordered equipment. But fortunately, the weather on 10th September was lovely.

When choosing a place for any type of activity a detailed analysis of the situation must be done and if the number of potential dangers that may be faced in the process is too big, it is recommended to find another place.

5.3.1.5. Equipment

There are many advantages from the development nowadays, but the technical equipment is rather unpredictable and can stop working in a very inconvenient

moment. To avoid confusing situations it might be useful to gather extra materials before the party and double check everything.

5.3.1.6. Contractors

It is necessary to work with reliable people who you trust. When planning an event all the possible products and services providers must provide the organizer with the quality expected. Moreover, the detailed report is supposed to be given in order to exclude all the unnecessary doubts about financial costs. *Whenever there is any doubt, there is no doubt.* (Robert De Niro, "Ronin", 1998)

Finally the main and the most probable risk is associated with the failure of one's own plan. This is very likely to happen during almost any kind of event. A qualitative approach to the planning and preparation of the event is fundamental method to minimize and to deal with risks. After all, no one is immune from the "surprises".

To avoid this risk the author has just decided not to interconnect with too many new companies. Moreover, the one chosen did not involve any expenses.

5.4. Planning stages

Event-organizing is a complex time-consuming process. The preparation and implementation of activities demand certain educational requirements that must be followed to achieve the goals set. There are different stages included in project planning which need careful research before performing.

The author revealed six most important steps in organizing his event, which are described in the following section:

5.4.1. Enacting the aims and objectives

The main reason was gathering the crowd for the last time in summer season, as during autumn normally people go back to their ordinary routine including work and studies and there is a possibility that they will be busier and have no opportunity to huddle with friends.

5.4.2. Choosing date, theme and the name

This stage might also involve creating a tagline and a logo of an event. 10 September when the summer is already over but there is something that Russians call “Indian summer”. *An unseasonably warm, dry and calm weather, usually following a period of colder weather or frost in the late Autumn (or in the Southern hemisphere, where the term is less common, the late Spring).* (The Phrase Finder, 2016) This is supposed to be closing finishing point of the warmest season of the year, and it seemed really symbolic to give it the name “PESOK”, sand, which associates with the beach and create the promotional video with the name and the place where it would be.

5.4.3. Identifying the partners and sponsors

Without the investors and partners from community companies the happening would not be possible. The sponsors were “MAFF” members and they covered all the expenses. Red Bull was chosen to be the main purveyor, as this company is very popular within young people nowadays and was willing to provide the event with everything needed: including marquees, awnings, beach umbrellas and, obviously, the Red Bull drink. This choice decreased the expenses as the partner-company made additional marketing for an event and provided some of the necessary materials. *Red Bull Energy Drink is appreciated worldwide by top athletes, students, and in highly demanding professions as well as during long drives.* (Red Bull GmbH, 2016) There was no need in other partners. Furthermore, to be honest, there are no more big companies willing to cooperate with a young unstable organization.

5.4.4. Creating a detailed plan

The next phase includes all aspects of an event subsuming advertising, entertainment, purchasing, logistics, catering services. During this part of planning an event, a scheme of the action is created, which is the foundation of a future party.

The advertising started two months before the event. The author has made a decision to promote it as a closed event, which attracted more curious people,

they say: “forbidden fruit is sweetest”. And the approach worked perfectly: there were many guests willing to get involved in a unique “closed” community.

All the purchases of alcohol and foodstuff were done just two days in advance as everything was delivered personally with cars and two rented trucks in the day of the party. Over and above there were products which would get spoil fast, the organizers did not want to provide the guests with rotten meals but on the contrary followed the goal to coordinate everything perfectly, so everything was bought and delivered fresh.

The plan of the program combined healthy sports activities during the day, swimming in the lake, volleyball, games with the prizes, then a barbeque dinner, camping accommodation and a real party afterwards. At 2 o'clock the guests were starting to arrive at the party. From the beginning till around 6 pm those involved played volleyball, sunbathed a little with the last rays of summer sun, played Limbaugh, petanque and other beach games and could get the prizes from the developers. The boldest went swimming. Meanwhile, less active were communicating, preparing the barbeque and sharing meals. Around 6 o'clock stronger beverages were served, music was changed for dancing; that was the part of outset of the spree. The number of guests was growing, there were more people willing to go swimming and to communicate. Around 10 pm everybody was friends with each other already and the author saw that the idea of uniting the crowd was successful.

Around 1am people started to leave to their tents, but there were some who did not sleep and the music lasted till 5am.

During the evaluation process it was found out that there were some eccentrics who would have liked to continue the activity for the second day.

5.5.5. Planning the budget

The entity of the project conducted involves defined costs, which were calculated in advance taking into consideration the expected profit for the monodators. Preliminary estimation of the participants showed that there were expected to be 160 people on the event, but this was an announced minimum and actually almost twice more people were expected. The author had

determined this with the amount of tickets purchased in advance, which was 212 prepaid tickets. The anticipated expenses during preparation of the event compiled about 80 000 ₪ (1000 €).

Expenses				Incomes
Item	Amount	Price per 1	Total Price	Profit (tickets sold)
Marquee	3	5000 ₪	15000 ₪	136000 ₪
Padded stool	8	250 ₪	2000 ₪	
Pump for beer	1	3000 ₪	3000 ₪	
Sport equipment		2788 ₪	2788 ₪	
Food, drinks		39174 ₪	39174 ₪	
Music, Light equipment	2	1500 ₪	3000 ₪	
Transportation	2	4200 ₪	8400 ₪	
Total			73362 ₪	136000 ₪

Table 5. Event budget planning worksheet

The marquees, stools, a pump and music and light equipment were rented from small companies also established by young entrepreneurs who gave big discounts. One more tent, umbrellas and sunbeds were provided by Red Bull. Sport equipment including volleyball nets, balls, badminton and petanque was bought in Sportsmaster, a chain of shops for everything connected to sports. The transportation mentioned above is only rented trucks which delivered big supplies. There were also mandators' private cars, and the expenses are not included in this list.

The food like meat, vegetables, bread, sauces and chips was bought from a large supermarket Okay. Disposable dishes are also included in the category "food, drinks". The beverages involved juices, Coca-Cola, vodka, whiskey, sider and beer. The beers were bought in barrels.

The coordinators were creative enough to improvise tables from empty barrels and the same technique was used for beer-pong.

The entrance fee was revealed together with the investors which would be about 500 ₪ (7€) per person. That money compensated the expenses, variable and fixed costs. For this money the members got the opportunity to use the bar

unlimitedly, eat the snacks and dance to the music of a hired DJ. Already before conduct of “PESOK” the financiers gained expected profit.

The budget was already mentioned around 1000 Euros roughly. The sponsors were not expecting a great profit, but they were more interested in atmosphere and positive feedbacks.

The investors gained 15660 ₺ (221 €) each. There were 272 tickets bought, so after subtracting from 73362 ₺ 136000 ₺ of expenses, the profit from the event was 62638 ₺ (883 €). The expenses for one guest amounted 270 ₺ per person (54% of the ticket price) which demonstrates that the ticket price was determined decently: customers were ready to pay that money, so it was not too big, but the profit gained was reasonable. The author believes this can be a first proof of success of an event.

5.5.6. Evaluating an event

Finally, the organizer of any event must select the process to determine if the happening is successful and if the goals and objectives set were reached. The author chose to make a survey after “PESOK”. As mentioned before there were 272 people on the event and the author was expecting to get 136 responses (50%), but finally there were only 128 responses. The type of revealing the results of an event can be both considered as qualitative and quantitative research, but the author believes that the survey is describing this method more as quantitative. The participants were asked to answer the questions in the internet. The link to the questionnaire was posted in a Russian social network “VKontakte” in a public group where all the participants could get the information about the party. The survey was created in “Google Forms”, which helped an organizer to collect the information in a very helpful manner: all the percentage in the closed questions was counted automatically and all the repeated answers in open questions were separated in sections. The whole form in Russian language is presented on Google Docs platform.

6 Results from the survey

This event followed a number of aims. Firstly, the author was willing to prove that right type of advertising can attract particular type of people with specific needs. The promotion was made for specified target group.

Ваш пол (128 ответов)

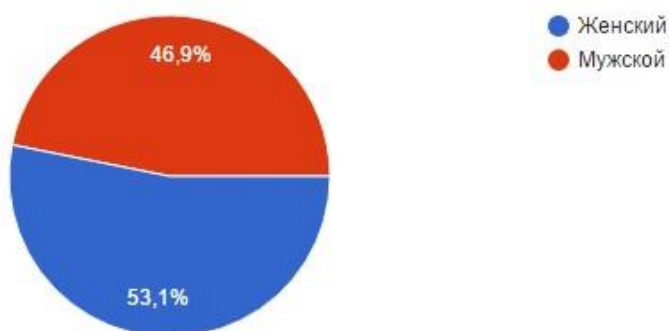


Figure 2. Your gender

Blue part shows female participants (53,1%) and red part gives the amount of male representatives of the event (46,9%). The event attracted almost the same amount of male and female participants and what is important to mention both genders showed an interest and spent their time on answering the survey.

Ваш возраст (128 ответов)

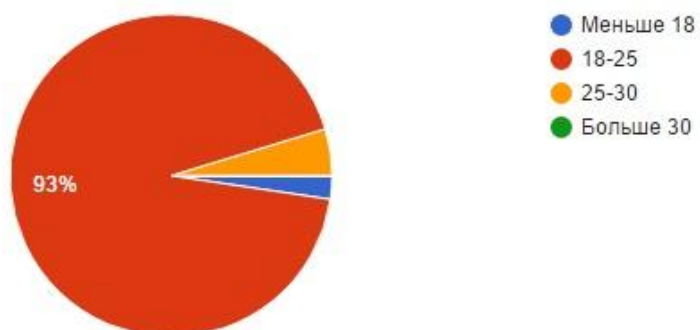


Figure 3. Your age

Blue part of a pie demonstrates that there were only few participants under 18 (4 people/3,1%). The majority (93%) is marked red on the chart; they are from 18 to 25 years old. The yellow demonstrates guests from 25 to 30 years old; there were 6 participants from this age group (4,6%). There were no people over 30 years old during the event and their color is green. An overwhelming majority of respondents are of the same age 18-25 years and almost equal division between just studying, just working and both working and studying respondents.

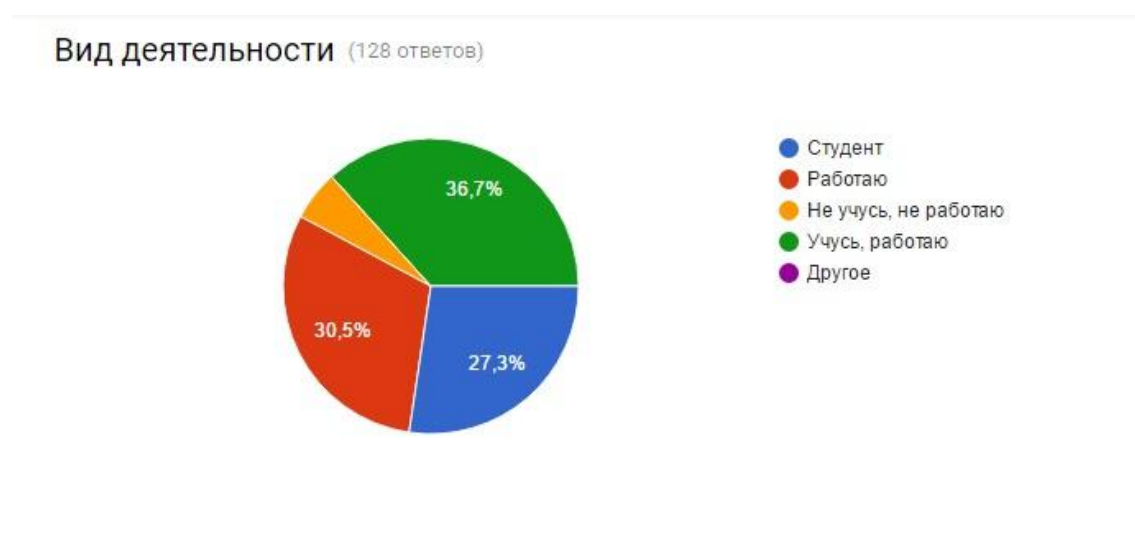


Figure 4. Your occupation

There was almost equal amount of students (27,3%), who are marked blue on the evaluation map, people who are working on a full-time job (30,5%), red, and those who both study and have a part-time job (36,7%), green. There were only 5,3% of non-working and not studying guests, who are mentioned with yellow color. The guests did not give any “other” answers, which is purple on the chart.

As it can be seen from the charts, the theory of right advertisement for particular segment group worked. The notes made by author during the event revealed that the people were integrating actively.

Вы впервые были на вечеринке 'MAFF'? (128 ответов)

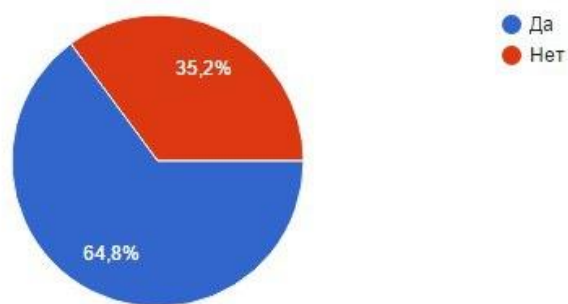


Figure 5. Is it your first time on 'MAFF party?

On the chart blue color means positive answer and red color means negative answer. Before the “PESOK” party, the “MAFF” project was already introduced to the public and judging from the questionnaire there were many people who were at an event organized by young company for the second time. That confirms that the project can gain loyal clients.

Насколько комфортно вы себя чувствовали на мероприятии? (128 ответов)

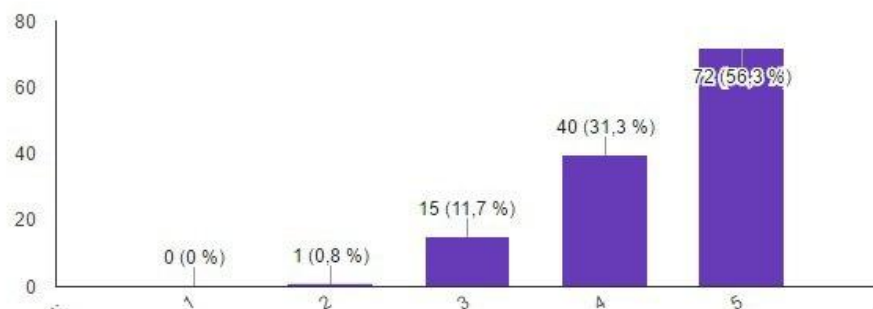


Figure 6. How comfortable did you feel at the party ?

Насколько безопасно вы себя чувствовали на мероприятии? (128 ответов)

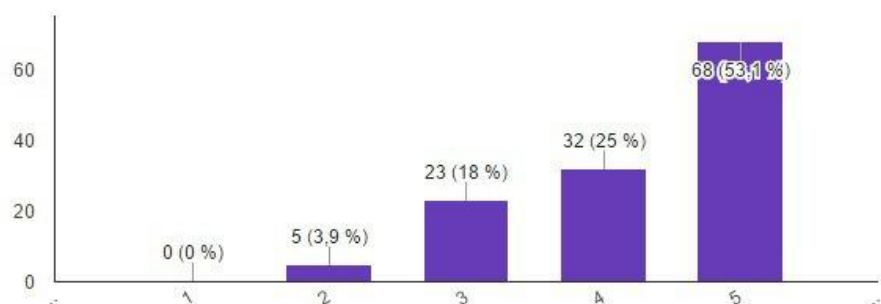


Figure 7. How safe did you feel at the party?

One of the fundamental goals of the idea-owner was to create an atmosphere of comfort, friendliness and safety between the people who do not know each other and most likely see each other for the first time. By comfort, the author meant trust towards other participants. Sometimes at parties there are people who cause negative emotions and the author tried to reduce the amount of this kind of guests to the minimum. The answers given revealed that there is still something that the author needs to work on; but at the same time it is believed to be a really good result anyway, especially for a party outdoors. Because participants were finding points of contact between each other like common friends, same university, same summer camp where they used to go when they were kids, they had a good attitude towards other people on an event and higher level of trust if compared to an ordinary party.

Unfortunately, in the open questions about negative points of the party there was information about stolen (or maybe just lost) phone and some of the guests still wanted to have a safe place to keep their things in. But for this kind of party creating the solution for this problem was complicated.

Много ли знакомых вы встретили на мероприятии ? (128 ответов)

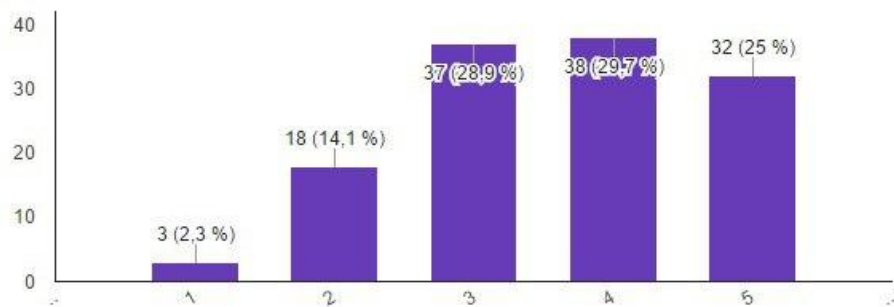


Figure 8. Did you meet people you already know at the party?

С большим ли количеством приятных/полезных людей вы познакомились на мероприятии?
(128 ответов)

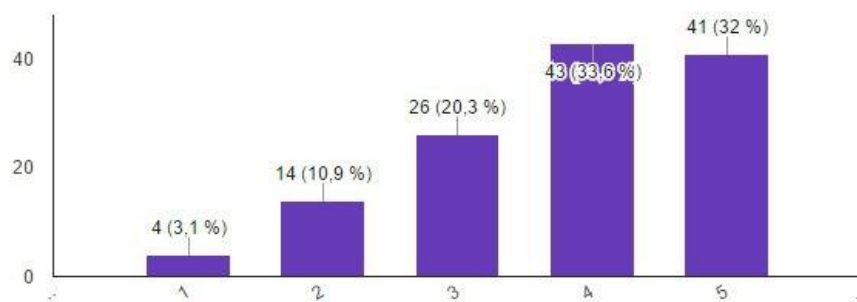


Figure 9. Did you make a lot of nice/useful connections?

One of the important concepts of “PESOK” was not only the ability to meet people you know or friends of friends, but also to make useful or just pleasant connections. The results of the analysis of the party showed that people were not only meeting people they know and maybe have not seen for a long time, but also meeting new, outgoing, helpful, funny and smart, in their opinion, people. The author was extremely happy to get this information as one of the major aspirations of each type of party is communication.

On the open question about personal profit gotten during the event the most popular answer was communication with nice people and new acquaintances

(33 answers/42%), second popular was moral and physical relaxation, good way of spending time (23 answers/29%). There were also many funny, interesting and ridiculous answers, but the answers given on this question prove that “MAFF” events are relaxing and create good atmosphere for finding new networks.

The survey showed that most of all people enjoyed the atmosphere, music and the combination about healthy activities with a party. From the negative points one of the most popular answers was lack of safe place to keep things, intoxicated ladies and that it all only lasted for one day.

Придете ли вы снова на мероприятия, проводимые 'MAFF'? (128 ответов)

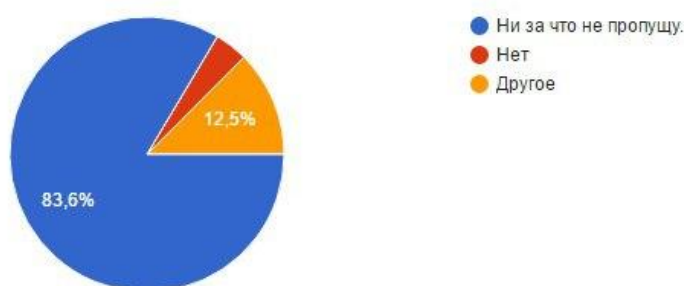


Figure 10. Will you participate again in events conducted by 'MAFF'?

Only 4% of 128 respondents do not want to participate in a party organized by “MAFF” again, which means 6 people from 128. Those negative answers are marked red in the chart. Those who answered “other” (12,5%) added: sure, maybe not in the nature again or maybe, but there was no negative feedback. The color of those guests is yellow. The author was expecting 0% of “no”s, but it is impossible to suit everyone.

It is obvious from results of the survey that the implementation part of thesis was fruitful and favorable. The majority of guests answered “I will never miss another party” on the question if they want to participate again. This is shown with a blue color on the chart.

7 Conclusions and suggestions

The thesis presented was created in order to demonstrate detailed actions of planning and implementing events for particular groups of customers. The most challenging part was to fit in the preplanned timetable and to predict the inquiry of the service in order not to lose the money invested. Even though the mandators were not expecting a great profit, no one wants to spend money and not to get it back. To make this business more profitable it is possible to increase the ticket price or attract more customers for one event.

The biggest risk was bad weather conditions which could spoil all the plans, but the organizer has made a decision to take this risk and to prepare a backup plan in case it starts raining. It is possible that in future when trying to implement the same concept for another segment group it might be less successful.

The open questions from the survey demonstrated that the audience is attracted by new products. It is just very important to approach the issue with care, interest and professionalism. A person with enough knowledge and responsibility is for sure much more likely can be successful than others if doing business wisely and precisely. The only one serious problem disclosed after “PESOK” and especially in the questions asked was the safety issue. Even though people were feeling relaxed and trustful to their new pals, some of the guests still kept on thinking about safety of their belongings. Furthermore, one of respondents claimed that they had things stolen during the event. Those are the aspects that still need to be worked on, but all in the entire author acknowledges this project to be successful from all sides.

To sum up the planning and organizing process, which was almost fully conducted by the author, a great job was done but the results are also impressive. The place chosen was a beautiful area, with no private houses nearby, which allowed handling a great party and playing music all night long. The fact that the event was held just on the lake shore is a positive point as well, even though the swimming season has ended already by the time of a party. The author has spent minimum amount of money possible because the aim was to not waste on big promotion and finding the partners who did not

require any monetary benefits. Guests were delighted with the program of an event combining healthy activities and a spree. During the party the author was watching the process, the level of joy of the guests and was satisfied with how it went.

The goals set were reached if making conclusions from the event observations and the questions asked after the celebration: people who did not know each other before an event were feeling really comfortable and secure next to total strangers because they all were somehow similar. Moreover, the result demonstrated shows that people made really good connections between each other, which cannot be said was the fundamental importance within this target group, but while implementing in future, for example with businessmen, it can be basic reason why people get interest in the service.

One of the objectives set by the author was to inspire the mandators from “MAFF” to continue event-organizing activity on a professional level. It is believed that the project organized was really helpful for the investors who gained not only theoretical knowledge about planning and implementing for future events handled, but also new reliable customers and collaborators. The author received positive feedback about managing a celebration and consistency during all the stages of organizing “PESOK”. The mandators are going to in the future to keep the plan used by the author while planning and implementing the party.

While organizing events for exclusive needs and clients the coordinator first of all must be aware of the customers and their demands. It is really important to consider all the possible risks and have plan B in each situation. Over and above, while doing any business in cooperation with somebody there must be irreproachable trust. The most important point in creating and implementing any idea is doing it with passion and attentiveness to details.

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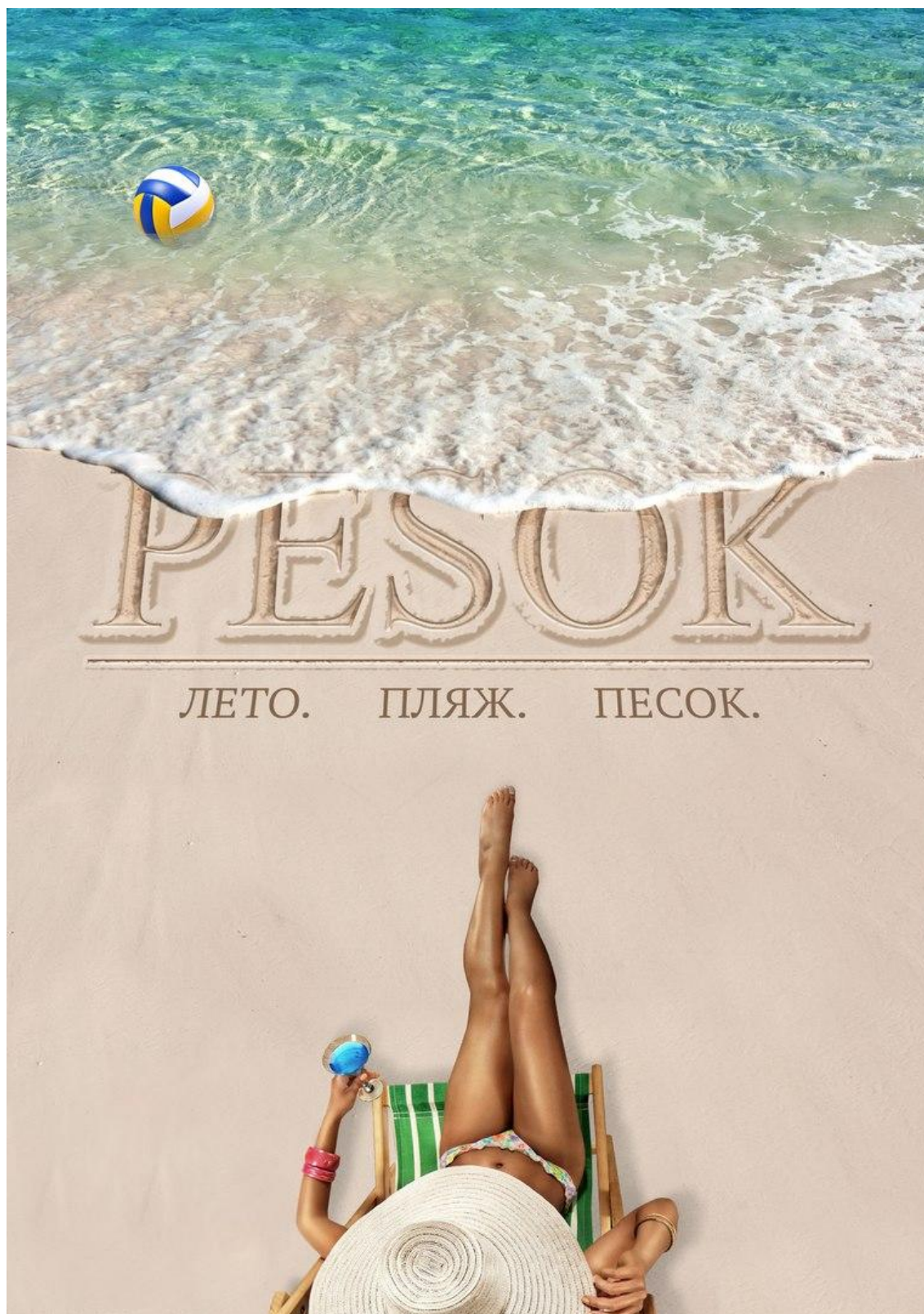
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Appendices

Appendix 1 Logo and promotion of the event (VK page)



Appendix 2 Questionnaire form (Russian)

<https://goo.gl/forms/hm4FuqrDhulH3EQb2>

'MAFF' Pesok

Здравствуйте!

Меня зовут Таисия, я выпускница Сайменского Университета Прикладных Наук, факультета Туризма, Гостиничного и Ресторанного Менеджмента. Я пишу дипломную работу по проекту 'MAFF' и хотела бы попросить вас ответить на вопросы, которые помогут в развитии данной организации. Опрос не займет более семи минут, все ответы анонимны, результаты вы сможете посмотреть на сайте <http://theseus.fi/>
Заранее благодарю за ваше участие!

* Обязательно

Ваш пол *

- ☐ Женский
- ☐ Мужской

Ваш возраст *

- ☐ Меньше 18
- ☐ 18-25
- ☐ 25-30
- ☐ Больше 30

Вид деятельности *

- ☐ Студент
- ☐ Работаю
- ☐ Не учусь, не работаю
- ☐ Учусь, работаю
- ☐ Другой

Вы впервые были на вечеринке 'MAFF'? *

- ☐ Да
- ☐ Нет

Насколько комфортно вы себя чувствовали на мероприятии? *

Совершенно некомфортно 1 2 3 4 5 Отлично себя чувствовал

Насколько безопасно вы себя чувствовали на мероприятии? *

Постоянно за что-то переживал 1 2 3 4 5 Очень безопасно

Много ли знакомых вы встретили на мероприятии? *

Ни одного 1 2 3 4 5 Знал там всех

С большим ли количеством приятных/полезных людей вы познакомились на мероприятии? *

Ни с кем не знакомился, был с теми, с кем пришел 1 2 3 4 5 Открыл для себя очень много потрясающих людей

Какую пользу вы извлекли из мероприятия ? *

Что вам понравилось больше всего?

Если было что-то, что не понравилось, что это?

Есть ли у вас предложения для следующего мероприятия?

Придете ли вы снова на мероприятия, проводимые 'MAFF'? *

- ☐ Ни за что не пропущу.
- ☐ Нет

Appendix 3 Questionnaire form (English)

'MAFF' Pesok

Hello!

My name is Taisiya, I am a student of Saimaa University of Applied Sciences, on the faculty of Tourism, Hotel and Restaurant Management.

I am writing my thesis about event-planning and implementing on the example of project 'MAFF' and I want to ask you to ask the questions which will be helpful in future for development.

The questionnaire will not take longer than seven minutes, all the responses are anonymous and you will be able to find the results on <http://theseus.fi/>. Thank you for your time and attention!

* Necessary to answer

Your gender *

- ☐ Female
- ☐ Male

Your age *

- ☐ Less than 18
- ☐ 18-25
- ☐ 25-30
- ☐ More than 30

Your occupation *

- ☐ Student
- ☐ Working
- ☐ Not studying, not working
- ☐ Both studying and working
- ☐ Other

Is it your first time on 'MAFF party'? *

- Yes
- No

How comfort did you feel at the party? *

Absolutely uncomforted 1 2 3 4 5 Perfect

How safe did you feel at the party? *

Was always worried 1 2 3 4 5 Completely safe

Did you meet a lot of friends at the party? *

Not a single 1 2 3 4 5 Knew everybody there

Did you make a lot of nice/useful connections? *

Did not meet anybody 1 2 3 4 5 Have found a lot of interesting people

Which benefits did you get from an event? *

What did you like the most?

If there was something you disliked what was it?

Do you have any suggestions for the next party?

Will you participate again in events conducted by 'MAFF'? *

- ☐ Would not miss
- ☐ Never
- ☐ Other