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# EVENT MANAGEMENT

Case: The Annual International NIBS Conference in Lahti,  
Finland

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EVENT MANAGEMENT

Case: The Annual International NIBS Conference in

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ABSTRACT

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Nowadays, the event industry has played a vital role in our society. People have come up with a lot of occasions for organizing events such as educational events, birthdays, international conferences, company parties etc. Generally speaking, events are also a part of human beings' social life because they get to know and talk with different people with different backgrounds. However, in order to organize a good and successful event, it requires a thorough and detailed planning process. Event managers and event coordinators need to collaborate in order to formulate the most viable plan for events. In order to make events successful and well-organized, all of the stages in the entire planning process also need to be in harmony and be correlated with one another. Risk management has been of great importance during the entire planning process. Under no circumstances should risk management be underestimated. Additionally, evaluation process helps event organizers and event managers to realize which aspects should be improved and need further development.

There are two main parts in this thesis: the theoretical and the empirical part. The empirical part focused on elaborating on the Annual International NIBS Conference in Lahti on May 21-23, 2014. Regarding the research methods, deductive approach was utilized in this thesis. Both quantitative and qualitative were also used in this thesis to analyze the collected data. Furthermore, the process of data collection for the empirical part came directly from interviews, emails, observations, materials provided by event organizers and surveys.

Eventually, organizing a good and successful event always requires thorough planning processes and effort. The Annual International NIBS Conference in Lahti was a success because most of the guests and visitors were satisfied with the Conference itself. The satisfaction level was calculated by evaluating the feedback and grade point averages. However, the organizers of the NIBS Conference in Lahti, Finland should pay attention to the time-management and marketing aspects (website design). Besides, risk management is of great significance, which needs to be studied more. Visitors' impressions are an interesting aspect which facilitates the evaluation process.

Key words: event management, Lahti, NIBS, conference, international, event managers, event co-ordinators, planning process

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*With love,*

*Phat*



# 1 INTRODUCTION

## 1.1 Background Thesis

“Humans are the most socially evolved species on the planet. As such, we develop social interactions beyond our family structures which can trigger the need for events” (Bladen et al. 2012, 7). Events have played an important part in society. The slightest excuse could be regarded as a good celebration in most societies (Shone and Parry 2004, 2). For example, in Europe, prior to the industrial revolution, routine daily activities were tightly connected with festivals and carnivals (Shone and Parry 2004, 2). However, in this modern world, those historical forces are not as significant as they used to be. As a matter of fact, these days, people have a general tendency to celebrate events without necessarily seeing them in the historical context such as Mother’s Day (Shone and Parry 2004, 3). One of the reasons to transform the event from its traditional origins into modern origins is that culture has changed, and these days, people live in a fast-paced, developing and global economy (Bladen et al. 2012, 11). As a consequence, event management has gained fast global recognition and has been included in my academic programs (Getz 2007, 2). For example, events have played a vital role in the UK economy (Bladen et al. 2012, 11). According to a report “Britain for Events”, in 2010, the event sector alone is worth 36 billion pounds annum to the national economy (Bladen et al. 2012, 11).

TABLE 1. The value of Britain’s events industry by sector. Source: Adapted from Britain for Events Report 2010 (Bladen et al. 2012, 11)

| Total value 36.1 billion pounds |                                  |                    |                 |
|---------------------------------|----------------------------------|--------------------|-----------------|
| Corporate events                | Cultural events<br>and festivals | Sports events      | Outdoor events  |
| 30.3 billion pounds             | 2.3 billion pounds               | 2.3 billion pounds | 1 billion pound |

In order to organize good events, event management needs to be studied thoroughly. Regardless of various types of events, it is crucial that event managers should be knowledgeable, qualified and professional (Bladen et al. 2012, 21). Due to the thriving need of event management, society has been demanding than ever because people need professional management of events in many fields and sectors (Getz 2007, 2).

Moreover, this thesis contributes an event manual about the Annual International NIBS Conference 2014 to the Network of International Business Schools (NIBS). By contributions, the author means whether the conference has been a success or failure. This thesis points out what could be the pluses together with the minuses after the conference itself. From that point of view, it is pretty much useful to learn from the advantages and disadvantages so that event organizers endeavor to manage events successfully in the future.

The Network of International Business Schools, also known as NIBS, was established to connect all of the business school worldwide. The common belief amongst all of the members is that both internationalization of business and the globalization of the economy play a vital role in the evolution of managerial practices. (Network of International Business Schools, About, 2014)

"Furthering education by uniting Business Schools around the world through shared ideals and resources" (Network of International Business Schools, About, 2014)

The International NIBS Conference took place from May 21- May 23, 2014 in Lahti, Finland. The conference is considered being highly internationalized, which means that it is an academically useful playground for students in Business Plan Competition and staff from different universities to get to know each other. (Lahti University of Applied Sciences, NIBS Conference 2014, 2014)

For Lahti University of Applied Sciences, both the management and organization of the Annual International NIBS Conference have certainly facilitated the self-study of how to organize the international conference in different areas and aspects. Moreover, learning the whole process of conference organization is also one of the important goals (Sulkanen, 2014).

Having been selected as one of the candidates for the International NIBS Conference Project, the author has taken a passionate interest in writing this thesis. Apart from that, he has been seeking opportunities to work on international projects where he could expand his horizons. Furthermore, the NIBS Conference Project has aroused his own interest in organizing events or conferences because the author himself is keen on learning more about the effective ways to organize events.

## 1.2 Objectives and Research Questions

The objective of this thesis is to assist the Network of International Business Schools to accumulate more experiences about the event management through the real-life case of the Annual International NIBS Conference hold in Lahti, Finland in 2014. Apart from that, part of this thesis acts as an event manual for the organization of the Annual International NIBS Conference in the future. This thesis demonstrates good practice of well-organized events. In order to get better and clear understanding of the main objective, the author provides readers with both theoretical and practical frameworks. Regarding the practical framework, the International NIBS Conference will be taken into consideration.

The key research question of this thesis is: “How should one event be planned and managed successfully and flexibly?”

Apart from the principal research questions, it is suggested that some following sub-questions be mentioned in this thesis to support the main research question:

1. What is the definition of events/conferences?
2. What factors should be taken into consideration before/during/after one event/conference?
3. What are potential risks to an event/conference? How can we mitigate them?
4. Which sources of information should be collected for the evaluation process and for record?

### 1.3 Scope and Limitations

This thesis has been based on the current situation in Lahti, Finland. Therefore, the critical factors of organizing good events may not be applicable to other countries. The author suggests that readers should check his or her country's situation thoroughly and carefully before applying this thesis to his or her own events.

Apart from that, the conference makes use of modern devices available at Lahti University of Applied Science in order to produce the most effective and comprehensible output whereby it is not sensible to use the same modern devices.

The author wants to point out that his thesis does not concentrate on unnecessary, tiny details of the conference. As a result, some irrelevant details will be left out or not be mentioned in this thesis. Eventually, this thesis is more or less concerned with the International NIBS Conference in Lahti where some international business schools from different countries attend. Thus, the thesis itself may not act as a solid event manual for all types of events. The author wants to place an emphasis on the fact that different types of events do require different preparations and procedures.

### 1.4 Theoretical Framework

In order to let readers gain better understanding of this thesis, the author will introduce theories about events and conferences. All of the theories will be explained from chapter two to chapter five. This theoretical framework is a general description of the theories that will be gone through in following chapters. All of the theories in this thesis are in support of understanding the case study "The Annual International NIBS Conference in Lahti, Finland".

Theoretical framework examines theories related to events such as definitions of events, conferences, event planning etc. Events are defined in numerous ways. According to Anton Shone and Bryn Parry, -the author of *Successful Event Management – A practical handbook*, special events are defined as follows:

*“That phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.”* (Shone & Parry. 2004, 3)

Furthermore, an introduction to conferences is reviewed as well because this thesis's case study focuses on the International NIBS Conference taking place in Lahti, Finland on May 21-23, 2014 (Lahti University of Applied Sciences, NIBS Conference 2014, 2014).

In order to let readers follow this thesis easily, the author will concentrate on dividing the theoretical framework into: Prior to event planning, during event planning and after event planning.

### 1.5 Research Method and Data Collection

For this thesis, the author has chosen deductive as research approach and qualitative together with quantitative as research method. The reasons for choosing them can be explained as follows. To begin with, regarding the research approach, there are two principal research approaches for making a conclusion: deductive approach and inductive approach (About Education, Deductive Reasoning Versus Inductive Reasoning, 2014):

- Deductive approach is utilized when a researcher wants to narrow the general information down to specific. Deductive approach is also known as the “top-down” approach because the researcher formulates their specific conclusion from a very large and broad spectrum of information (About Education, Deductive Reasoning Versus Inductive Reasoning, 2014).
- Unlike deductive approach, inductive approach works the other way around. Inductive approach places a high emphasis on general or broad spectrum of information. In other words, a researcher starts from a particular source of information to broader and more general theories (About Education, Deductive Reasoning Versus Inductive Reasoning, 2014).

Deductive research approach will be utilized in this thesis because the general information of an event or conference is given first, and then the case of the International NIBS Conference is analyzed and examined. As explained the sub-chapter of theoretical framework, all the theories related to the event and the event-organization will be studied carefully. Those theories are in favor of better understanding of the International NIBS Conference.

There are two main research methodologies: qualitative and quantitative research. A close look at two important questions “why” and “how” is highly important in qualitative research. The significant output of a qualitative research revolves around observation, notes, behaviors and motivation. Qualitative research originally comes from the word “quality, therefore, it does not deal with numeric data or values. Qualitative research is more related to social sciences, and in a sense, it involves the understanding of the social interaction between people in their own surroundings. (American Intercontinental University, 2012)

If qualitative research does not deal with numeric values or data, quantitative research does fully rely on numeric data or values. The word “quantitative” is from the word “quantity”. As a result, in quantitative research, data are measured and counted. The general collected information is related to those questions: “how many”, “how much”, “when”, “where”. Quantitative research brings about statistics. Moreover, quantitative research does play a significant role in chemistry, mathematics, physics, biology etc. Quantitative and qualitative are used nowadays in every single field. They are either utilized independently or mixed. The combination of those two research methods helps the researcher to collect thorough and complete sources of information together with better insights into what the researcher is studying (American Intercontinental University, 2012).

Both quantitative and qualitative research methods will be utilized in this thesis, however, qualitative is mostly used because it assists the author to collect a great deal of information. Firstly, non-numeric data or value will be analyzed. Secondly, numeric data or value collected from interviews or surveys will be taken in consideration, hence quantitative research methods.

The thesis would not be completed without data collection. Data collection advocates the author’s study by providing him with further information, useful hypotheses related to his thesis topic. In order to conduct his study, the author will

collect both primary and secondary data. Since the author is part of the project team, the primary data are collected by meetings, emails, interviews and surveys. Apart from that, primary data can also be collected through observation as well as some tasks assigned by the project manager. Books, e-sources, articles, internet are secondary data. Secondary data do support the data collection for the theoretical part of this thesis, whilst primary data are utilized to collect the data for the empirical part for this thesis.

TABLE 2. Research method and Data Collection

| RESEARCH METHOD   | RESEARCH APPROACH                    | DATA COLLECTION  |
|---|--------------------------------------|--|
| Qualitative Research<br><br>(non-numeric data or value, “why” and “how”)                      | Deductive (from general to specific) | -Primary data<br>(interviews, meetings, emails, feedback form) |
| Quantitative Research<br><br>(numeric data or value, “how much”, “how many”, “when”, “where”) |                                      | -Secondary data<br>(published references and e-sources)        |

Regarding the sources for the theoretical part, published references will be utilized to provide more information about the event management theme in general. In addition to published references, e-sources will also be added to the theoretical part. In order to complete the empirical part for this thesis, the author did conduct two interviews together with communication via e-mails, create a feedback form and observation. Regarding the interviews, all of the information was collected via oral interviews with Laura Montonen- Administrative Coordinator on February 19, 2014 together with Linnea Sulkanen, Senior Lecturer of Lahti University of Applied Sciences as well as NIBS Board Member on April 22, 2014. In addition to interviews, a feedback form for the Annual International NIBS Conference was also created for the evaluation process. Furthermore, the sources of information for the empirical part came from e-mails between the author and the project team

members. Eventually, the author had the privilege to participate in the Conference. As a result, observation was also made in order to realize how both visitors and guests would feel during the Conference, what activities there were and any other issues during the discussions. The feedback form also played a vital role in supporting the process of evaluating the Conference itself. The empirical part also made use of the information gathered from the feedback form.

## 1.6 Thesis Structure

The thesis structure is described as follows:

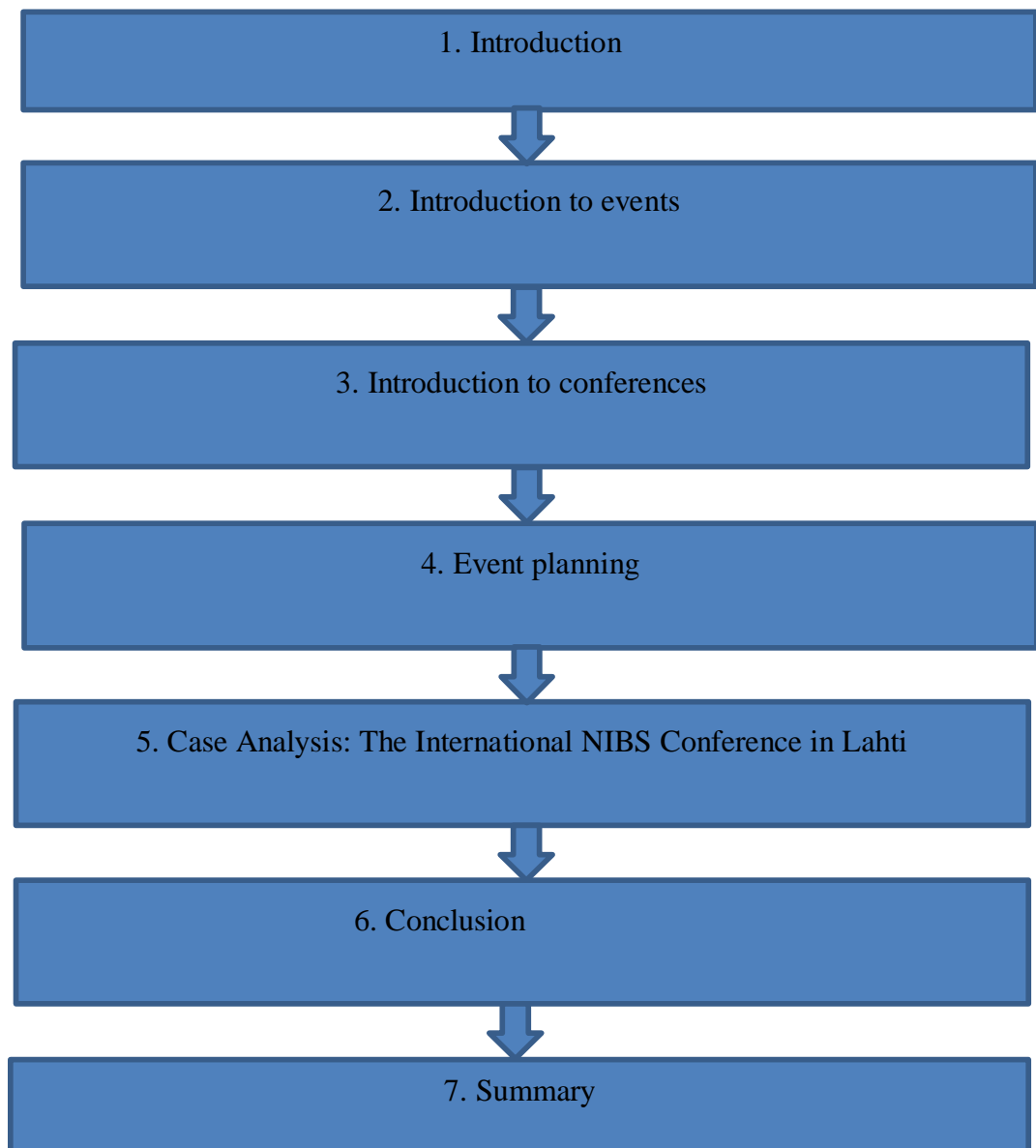


FIGURE 1. Thesis Structure



Overall, there are seven main chapters in this thesis. Initially, the thesis starts with the Introduction, which is chapter one. In this chapter, readers will have a general picture what this thesis is about. Chapter two, chapter three and chapter four are more hypothesis-oriented. More specifically, an introduction to events will be studied in chapter two. Chapter three focuses on theories related to conferences. Regarding chapter four, readers will get to know about theories about event planning.

Whilst the theoretical part of this thesis is reviewed from chapter two to chapter four, chapter five backs up the theories by analyzing a real-life conference. In chapter five, readers obtain general information about NIBS Network in terms of activities, internationalism, goals, etc. The International NIBS Conference exemplifies a real-life event for this thesis. Besides, chapter five advocates better understanding of all of the theories reviewed in those previous chapters by analyzing and studying the International NIBS Conference held in Lahti in May 2014. More importantly, in chapter six, conclusions about the International NIBS Conference are made. In the end, chapter seven reiterates what has been reviewed in the author's thesis.

## 2 INTRODUCTION TO EVENTS

The theoretical part starts with “introduction to events”. Before one event is initiated, some of the following matters should be taken into consideration. The definition of an event as well as that of a conference should be carefully studied. Thereafter, goals and objectives of an event are of great importance when one event is marketed and organized. Once goals and objectives are clearly identified, the next approach is how an event should be planned, which means the event planning process should be thoroughly studied and agreed by all of the involved parties.

In this theoretical part, public awareness is carefully defined as well so that 4 P’s marketing plan can be drawn from that. Last but not least, feedback plays a vital role in one event marketing and organization. If it weren’t for feedback, event organizers could not learn about the pros and cons as well as what improvement should be made for the next possible event in the future. In all, it should be taken into consideration that whether planning an event is viable depending on available resources of a firm or organizations (Raj, Walters, Rashid 2009, 26). Available resources will determine if the event is well-organized or successfully managed.

### 2.1 Definition of events

Getz (1997) illustrated the definition of events as follows, “To the customer...a special event is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience” (Shone & Parry. 2004, 3). Historically, before the fall of the Western Roman Empire (A.D.476), both events and festivals appeared in the historical period (Raj et al. 2009, 1). Events have had certain functions within society with the purpose of sharing rituals and celebrations and affirm identities with other people. Also, events have played a significant role in reflecting any nation’s culture and contributing to economic development (Raj et al. 2009. 2).

Through events, generally, social and cultural needs are fully acknowledged, and economic benefits are generated as well because such events will draw attention to different visitors from different countries, local people, etc.(Raj et al. 200, 2). Simply put, international relationships can also be established through events on both national and international scales. (Raj et al. 200, 2)

Event industry is service-oriented, which means that people have a tendency to enjoy the time of their lives. Customers are in need of making it possible, and afterwards, they would like to share their good moments with some other people. In order to deliver the best performances at events, there should be a well-adjusted balance between task management and people management. That being said, event managers should clarify responsibilities for different aspects of the events and be prepared for the worst scenario (Der Wagen 2001, 3).

## 2.2 Typologies of events

Depending of the event's purpose itself, it can be put into different categories such as religious events, cultural events, musical events, etc. The following figure lists eight different typologies of events.

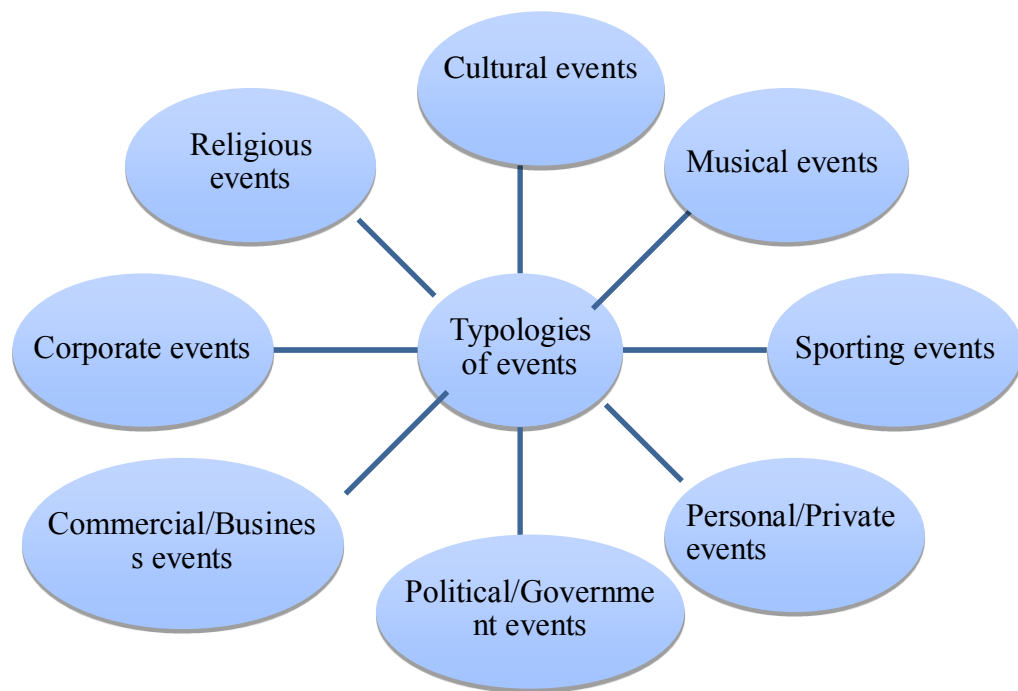


FIGURE 2. Typologies of events (Raj et al. 2009,3)

Different typologies of events have been established worldwide depending on purposes of events. Events have been part of any nation's cultures and traditions. As a matter of fact, organizing good events is beneficial to host country. More specifically, it promotes the host country's tourism and economic development. Furthermore, to the local people, they can learn more about their own identity in depth as well as boost up their sense of pride (Raj et al. 2009, 3).

### 2.3 Characteristics of events

The definition of an event is highly recommended to be taken into consideration before one starts up planning and marketing one certain event. The author thinks that it is also advisable that the key characteristics of an event management should be briefly discussed in this sub-chapter. An event plays an important role in daily activities. As a result, it is important that key characteristics of events be examined thoroughly. Events are said to have some following characteristics: uniqueness, perishability, labor-intensiveness, fix timescales, intangibility, personal interaction, and last but not least, ritual or ceremony (Shone & Parry. 2004, 13).

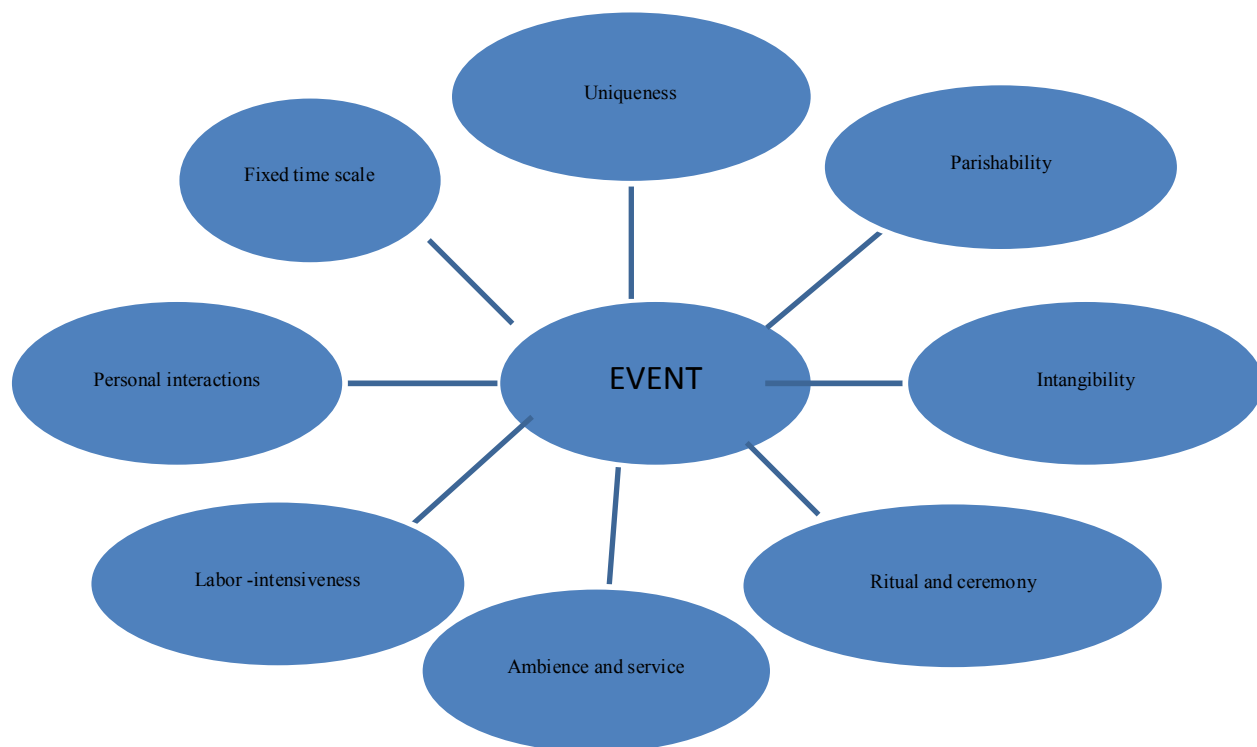


FIGURE 3. Characteristics of events (Modified from Shone & Parry. 2004, 13-18)

#### Uniqueness

It is certainly comprehensible that being unique is one of the main elements of all events regardless of purposes. That being said, the consecutive repetition of one event is not advisable. Nevertheless, event organizers and coordinators should bear in mind that what makes one event become unique certainly depends on the participants, the surroundings, the guests, etc. When it comes to uniqueness, it is inevitable that depending on types of events, events may reoccur in terms of both

format and time interval i.e. the Olympic Games (Shone & Parry. 2004, 14). As mentioned above, different locations, different time, different reasons and different participants are also an important factor that impact on the success of an event (Shone & Parry. 2004, 14 & Bladen et al. 2012, 8). Nonetheless, organizing events is not any identical to a routine, nor is it considered producing the same type of work continuously. As a consequence, owing to that, event organizers and coordinators have to find out further improvements (Shone & Parry. 2004, 14). Even if the same event is held annually, the event itself can be considerably different in terms of characteristics (Bladen et al. 2012, 8).

#### Perishability of events

Apart from being unique, events need to be “perishable. Perishability of events refers to the fact that events should not be repeated in the same way all the time. In fact, in spite of the repetition of events, a wide range of different activities have to be included in order to avoid the boredom and attract more attention.

Perishability is also related to the utilization of facilities and services for events. Depending on each event, it is fundamental that event organizers learn about which facilities and services can be used and how to use them effectively (Shone & Parry. 2004, 15)

#### Intangibility

Intangibility of events is related to mental values, whereas tangibility refers to something that can be seen or touched. When attendees attend one event, they would like to receive some intangible values such as happiness, memories etc. The aspect of intangibility plays an important role in service sectors or activities. Nevertheless, event organizers should make the event tangible by boosting up the tangibility of events. Simply put, event organizers can offer participants, visitors, guests etc. postcards, chocolates, cakes, etc. It should be noted that even small tangible items have played a significant role in how well the event has been organized. Therefore, event organizers and coordinators should endeavor to make one event intangible by making it more tangible (Shone & Parry. 2004, 15).

### Ritual and ceremony

As mentioned in the chapter “Introduction”, “Humans are considered the most socially evolved species on the planet” (Bladen et al. 2012, 7). Consequently, human beings find the reason to trigger the needs for events. Maslow (1943) indicated some human needs that are related to human needs as follows (Bladen et al. 2012, 7):

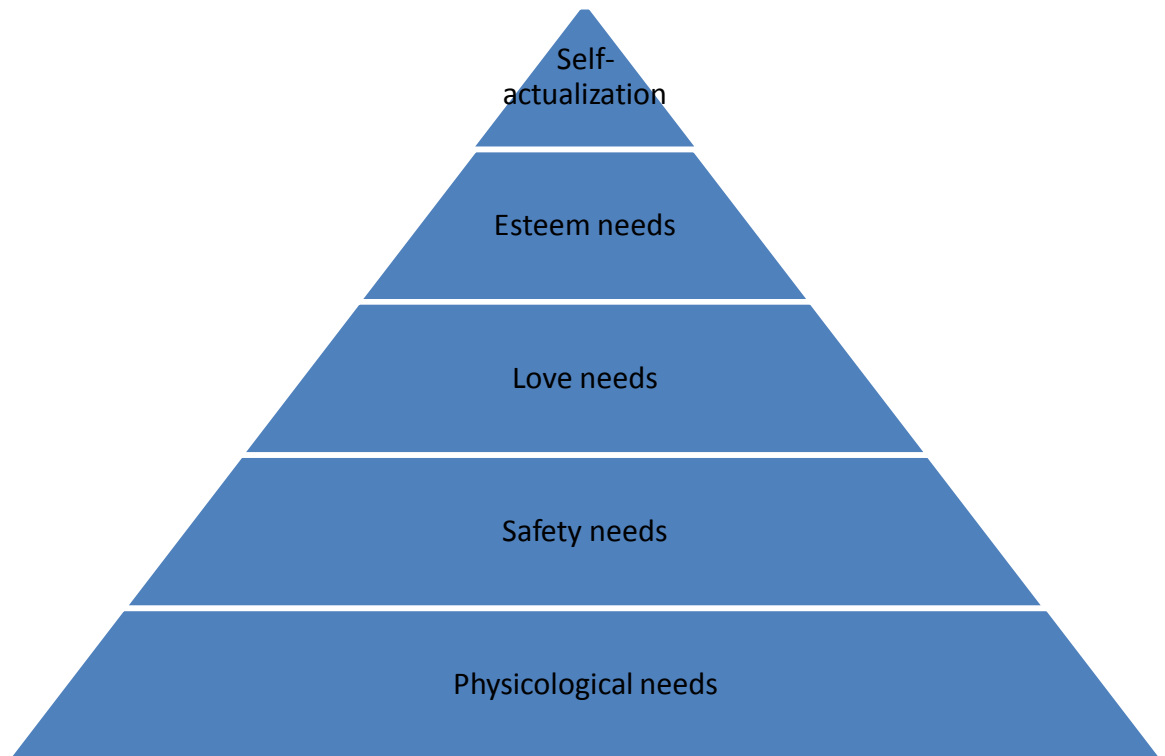


FIGURE 4. Maslow’s Hierarchy of needs (Adopted from Maslow 1943) (Bladen et al. 2012, 7)

Events are also characterized by rituals, symbols, and artefacts which certainly have some special meanings (Bladen et al. 2012, 8 & Shone & Parry. 2004, 16). In the past, dating back thousands of years ago, ritual and ceremony were already evidentially of great importance. Ritual and ceremony should not be underestimated because both of them reflect any nation’s community, lifestyle, cultures etc. Modern events, on the other hand, may not have to follow old tradition and established ceremony. In other words, it is not unusual to create new ceremonies accompanied by new traditions (Shone & Parry. 2004, 16)

## Ambience and services

Without a doubt, ambience is regarded as one of the most important and decisive characteristics to the outcome. Whether an event gains a huge success or is considered a big failure depends on ambience. Ambience refers to the surroundings, participants, catering services etc. at the event. For example, at one conference, guest speakers, decoration, technology could be considered ambience. However, even though ambience makes quite an impact on the success of events, some events do need help to go smooth. The fact that event offers the great presence of ambience does not always assure that everything will happen according to the plan. Consequently, event organizers and coordinators, by any means, have to pay full attention to every single detail, even the smallest one and certainly try to accomplish the desired outcome. Most importantly, it does not make a good sense that the participants have to enjoy the event forcefully because each participant is in different mood. There are two possibilities. First, the event will boost up their moods and make them feel better. On the other hand, the second possibility is that they will not enjoy the event to the fullest because they are already in a bad mood. As a result, ambience is one of the most important key characteristics (Shone & Parry. 2004, 16).



FIGURE 5. Elements in ambience (Modified from Shone & Parry. 2004, 16)

## Personal contact and interaction

There are a certain number of people in any events, and such a number of attendees do have an effect on the event (Bladen et al. 2012, 5). Therefore, it could be argued that events are gatherings of people where personal contact and interaction are inevitable. In service sector, personal contact and interaction should be fully paid attention to. In manufacturing industry, it is not necessary that customers have to interact with manufacturer a lot, however, there is a good chance that customers or clients will have to interact with salespeople or sales team. Service situations, on the other hand, are quite different because frequent contact between customers and staff is quite normal (Shone & Parry. 2004, 17). As a matter of fact, it is personal contact and interaction that determine the quality of the service, ambience, experience etc. (Shone & Parry. 2004, 17)

For example, at an event, it is understandable that guests, visitors, participants, etc. get to interact with the staff if they are in need of specific items, food, drinks etc. That being said, participants, visitors etc. at an event get involved with the entire process. At a conference, for example, guest speakers are the ones who get to talk to participants, and participants have somehow contributed their part to the conference itself by asking guest speakers questions, creating the atmosphere. Guest speakers will also interact with other guest speakers, and participants get to have conversations with other participants as well. Above all, in order to enhance social interaction at an event, event managers have to learn that the success of the event is thoroughly decided by how people will interact with one another. Attendees will set the mood for the event and determine whether the event has been successfully organized or not (Shone & Parry. 2004, 17).

## Labor-intensiveness

At an event, staffing is quite crucial. More specifically, without having any staff at an event, the event itself would become a disaster. Staff play an important role in organizing a good event as well as helping the event to reach its objectives. The level of labor intensiveness depends on the complexity together with the uniqueness of the event. Only if the event is quite complex and unique is the labor-intensiveness highly required. The issue of labor intensiveness can be explained at organizational and operational level.( Shone & Parry. 2004, 17). Firstly, in terms of an organizational level, it involves complicated planning to



support a good and successful event. Furthermore, organizational level can also be reflected by communication. The communication level between event organizers and event managers should be effective and well-defined. The high communication level between organizers and managers is determined by good timing as well as effort from both parties even if the event can be organized by repeating a well-known formula or similar framework such as a conference (Shone & Parry. 2004, 17). Secondly, in terms of an operational level, it accentuates the high level of staffing. It is the high level of staffing that helps one event to reach its target groups and objectives by delivering an event appropriately. (Shone & Parry. 2004, 17)

Event managers should have clear understanding of staffing needs for specific types of events based on his or her experience, forecast, the number of participants and guest speakers etc. Therefore, event managers may have difficulty in determining the labor-intensiveness owing to uncertainties. It means that event manager will have to be actively in contact with event organizers to request information about the event's objectives, needs etc. More importantly, the level of labor-intensiveness is based on the experience of the event manager as well (Shone & Parry. 2004, 17). Nowadays, due to the fast-moving nature, complexity, it is highly likely that the effective management is impossible (Bladen et al. 2012, 8). Therefore, event managers' tasks become more challenging, which means there should be a greater need for trained specialists in the event management field (Bladen et al. 2012, 8)

#### Fixed time scale

According to Getzt, he regarded time as a "commodity" (Getz. 2007, 19). People are willing to pay for "quality time" with their friends and families, and event experiences can get people involved in such "quality time" (Getz. 2007, 19). As a consequent, it is argued that it is crucial to take a good use of time in event studies and event management (Getz. 2007, 20).

It is important that events should be based on a fix time scale. A fix-time scale can create a sense of organization and somehow a sense of achievement (Shone and Parry 2004, 17). A fix-time scale clearly points out some certain periods that some certain tasks need to be accomplished. A time scale is not necessarily long. Indeed, some of the events consist of short activities, which means pauses or

breaks are expected in between. For example, during a conference, it is not highly advisable that guest speakers will talk for several hours. Coffee break or tea break should be included in order that participants can have time for processing all of the information shared by guest speakers as well as gain better concentration after a short break. As event managers, timing should be taken into consideration so that one event can be successful, impressive as well as memorable, and what should be emphasized is the overall experience (Shone & Parry. 2004, 18 & Getz. 2007, 20)

An interesting event naturally draws attention to all of the participants, visitors etc. As a consequence, a good time scale is mandatory, and a good time scale enables event manager to be capable to break one event into different sections rather than to let all of the sections happen simultaneously (Shone & Parry.2004, 17-18).

Those characteristics of events should be studied thoroughly in order to have a good event. Events have always of great importance in society. The mutual purpose of events, regardless of typologies of events, is to brighten human beings' daily life. These days, modern technology has taken over all over the world, and it could be translated as the fact that modern events need to live up to the current expectations. Moreover, if it weren't for good managerial skills, there would not be such a well-organized event. Event managers should be skillful enough to support the success of the event as well as assist event organizers to reach their own targets and objectives (Shone & Parry.2004, 18).

Lynn Van Der Wagen has also added another important characteristic of events. Events are crucial. At the event, everybody wants to bring out the best performances. Failures are usually avoided. For example, at the conference, guest speakers are willing to show how knowledgeable they are as well as try to deliver what they have learned and experienced to the audience in the best and appropriate manner. As a consequence, event managers and event team have to collaborate well in order to deliver the best possible performances and outcome (Der Wagen 2001, 3).

## 2.4 Event manual

The output of this thesis acts as an event manual for Network of International Business Schools (NIBS). According to Network of International Business Schools (2014), manuals are regarded as planning resources for both host institutions and participants (Network of International Business Schools, Manuals, 2014). According to Linnea Sulkanen, member of NIBS Board of Directors, she places importance on manuals as a helping tool for universities that plan the Annual International NIBS Conference in the future (Sulkanen, 2014).

The manual provides host institutions and participants with sources of information about guidelines about what a NIBS Conference is, what it is comprised of in addition to a regular reference together with what responsibilities the host should assume when planning and organizing the Conference. Timing, important stakeholders, i.e. NIBS Board, NIBS President, etc., communication tools are also included in the manual is also issues about timing, important stakeholders, communication tools etc. (Sulkanen, 2014)

### 3 INTRODUCTION TO CONFERENCES

In this chapter “Introduction to Conferences”, readers will get to know more about Conferences. More specifically, definition of conferences will be examined.

Additionally, conferences’ purposes should be taken into consideration during the whole planning process. Another essential issue is that event organizers and coordinators should get themselves familiarize with various types of conferences.

#### 3.1 Definition of conferences

A conference is an event. According to Oxford Dictionaries, a conference is a formal meeting in which people share their own mutual interest. A conference usually lasts several days (Oxford Dictionaries, Conference, 2014).

According to a more detailed description of to the webpage of evenues-Marketplace for Meeting and Event Space, in general, a conference is a meeting place where several people attend in order that they can have a deep discussion about one particular topic. A conference should be clearly distinguished from a convention, colloquia or symposium. For example, a convention is much larger than a conference. Furthermore, it is a meeting point different delegates represent several groups. At a conference, new information is discussed and exchange among experts. In addition to exchanging information, innovative ideas are also a main topic at a conference. (Evenues-Marketplace for Meeting and Event Space, What is a Conference, 2014)

#### 3.2 Conferences’ purposes

Different topics are expected to discuss depending on the purpose of conference. As a result, based on its purpose, it could be categorized as follows (Evenues-Marketplace for Meeting and Event Space, What is a Conference, 2014 ):

TABLE 3. Conference's purposes and description

| Purpose             | Description   |
|---------------------|---|
| <b>Academic</b>     | An academic conference is a gathering where scientists or academicians present their research findings. At an academic conference, a workshop may be possibly conducted as well.  |
| <b>Business</b>     | Unlike an academic conference, a business conference focuses on people who work in the same firm or industry. At a business conference, new trends and business opportunities are brought up and discussed in depth.  |
| <b>Trade</b>        | A trade conference is not identical to a business conference. For more specifically, a trade conference is on a larger scale. Regarding participants, not only are there businesspeople but there are also members of the public. The trade conference is the place where both connections and network are made. Workshop and white paper presentations are officially included in a trade conference |
| <b>Unconference</b> | When it comes to an unconference, it should be noted that high costs, top-down organizational hierarchy together with sponsored presentations are high avoided. Hence, it is different from a traditional conference. At an unconference, it is highly asserted that all the attendees have an equal amount of knowledge of the topic and the discussion.   |

A successful conference significantly depends on keynote speakers. There are one or more keynote speakers at one conference. Those speakers take responsibility of delivering keynote speech. It is very common that keynote speech is made at academic and business conference. Regarding keynote speakers, in order to attract more attendants at a conference, the selected speakers are normally well-known ones that are knowledgeable about the related field. (Evenues-Marketplace for Meeting and Event Space, What is a Conference, 2014)

### 3.3 Types of conferences

Not only are conferences categorized based on its natural purposes but they are also classified based on the real nature of conferences themselves. Consequently, various types of conference can be discussed in detail as follows (Evenues-Marketplace for Meeting and Event Space, What is a Conference, 2014):

- A symposium: A symposium is regarded as a casual gathering where refreshments and entertainment are normally included
- A seminar: A seminar is where a particular topic is brought and discussed. A seminar puts high emphasis on education purposes. At the end of the seminar, all of the attendees will be able to obtain certain sources of knowledge.
- A workshop: The principal focus of workshop is on a hands-on experience. Consequently, demonstration and activities can be found at a workshop.
- A round-table: A round-table where people can exchange thoughts and opinions on a particular topic. The number of participants is limited sitting around the table. Therefore, eye contact is highly maintained because all of the participants face each other.

TABLE 4. Purposes and types of conferences (Evenues-Marketplace for Meeting and Event Space, What is a Conference, 2014)

| Purpose      | Types       |
|--------------|-------------|
| Academic     | Symposium   |
| Business     | Seminar     |
| Trade        | Workshop    |
| Unconference | Round-table |

## 4 PLANNING EVENT

### 4.1 Planning an event

Planning an event does teach the firm or organization itself how to utilize all of the resources as well as how to formulate best strategies to meet up with the current needs. From that perspective, the firm or organization has good knowledge of how to boost up their own business. (Shone & Parry. 2004, 15-16)

### 4.2 Prior to event planning

Before planning an event, event managers should pay attention to developing purpose of events, developing objectives of events, preparing an event proposal and planning budget for the event.

Developing purpose of events:

The very first step prior to planning events is to formulate a simple statement that reveals the prime purpose of events. The main purpose varies in accordance with different types of events. Developing purpose of events assures that planning and implementation of events are well-conducted, and the introductory intent is highly focused and realized (Der Wagen 2001, 113).

Developing objectives of events:

The prime purpose of events can be broken into small objectives. Objectives are formulated in order to help event managers to realize the initial intent.

Consequently, objectives should be specific and detailed (Der Wagen 2001, 115). Specific and clear objectives are vitally important because the organization or the firm itself is able to set benchmarks as well as figure out a process for developing events. Furthermore, evaluation process will be much easier when objectives have been developed specifically and in detail (Raj et al. 2009, 26).

While developing objectives of events, one should take into consideration SMART objectives. SMART objectives have been well-utilized these days in different fields. In general, objectives should be specific, measurable, attainable, realistic and time-bound.



According to Watt (1988), SMART objectives can be described as follows (Event Management Handbook, Sapienza University of Rome, 2014):

- **Specific:** The event should be specific, not abstract or general. The purpose should be well-clarified to ensure that steps of planning are correct and appropriate.
- **Measurable:** The event should be measurable in terms of statistics.
- **Attainable:** Not only is the event measurable but it can be attainable by all the involved parties
- **Time-bound:** Time-bound concerns the time-management, time-frame and schedule.

Preparing an event proposal:

An event proposal is highly recommended. An event proposal can be made online or by some specific tools such as Microsoft Excel, Google Drive etc. In order to make a good event proposal, purposes, objectives, organizations, venues, time scale etc. should be included in an event proposal. An event proposal is useful for follow-ups, and the whole event team can have a general picture of what an event is about, how an event will be managed in the future etc. (Der Wagen 2001, 116).

Budget:

Each and every event always has a specific budget plan. In all likelihood, event managers will encounter with difficulty in budget predictions (Bladen et al. 2012, 24). Calculations will not remain constant, therefore, such calculations should not be considered solid and reliable owing to the other changeable factors during the event planning process such as schedules, timelines, etc. (Bladen et al. 2012, 24). Furthermore, budget planning is an ongoing process other than a time-limited one (Bladen et al. 2012, 146). As a consequence, budget should be planned thoroughly prior to, during and after event. Budgeting is meant to help event managers in different stages of planning, decision-making and control (Bladen et al. 2012, 146). According to Bladen et al. (2012), the budgeting process has nine stages as follows:

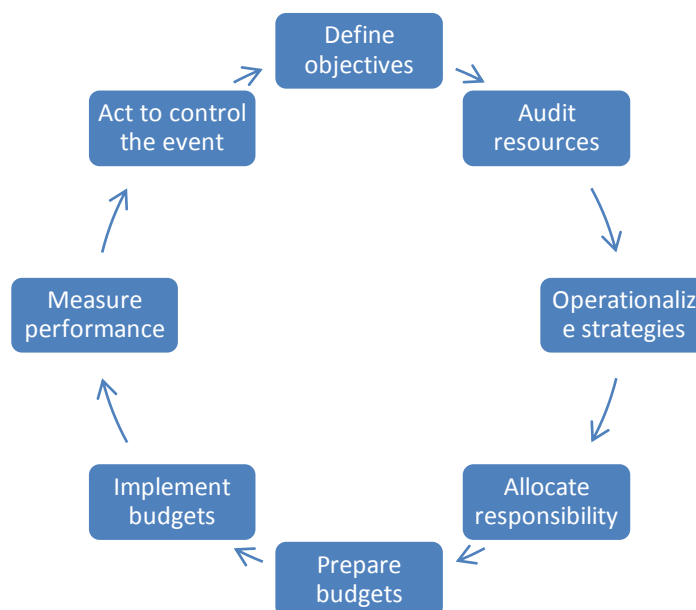


FIGURE 6. The budgeting process (Bladen et al. 2012, 147)

### 4.3 During event planning

#### 4.3.1 Financial plan

Financial management for events is significant because it determines the success of events. A good financial plan does require a lot of time, effort and care (Shone & Parry. 2004, 97). Depending on the nature of events, a financial plan may be different from one another. When events are organized on a larger scale, i.e. international or regional scales, it is highly indispensable to make a careful and detailed financial plan. According to Hall (1997), he argues that either regional or international events requires event organizers to pay full attention to financial aspects based on possible techniques, cost-benefit analysis etc. (Shone & Parry. 2004, 97). There are many factors that need to be taken into consideration when a financial plan is carried out. Under no circumstances should a financial plan be dismissed because it may result in unexpected occurrences. Event organizers should keep in mind that a financial plan should be linked with event objectives and purposes. The objectives and financial management are interdependent and closely linked. (Shone & Parry. 2004, 97)

Financial management does not stress on the fact that all the events should be profit oriented. (Der Wagen 2001, 79). Budget, income, sponsorship and cash flow are discussed as follows:

## Budget

Preparing a budget plan is included in the financial plan. In fact, a budget plan is the very first step in planning finance for events. The preparation of a budget plan advocates event organizers to estimate projected revenue together with expenditure. Furthermore, the budget is made based on exact quotes collected from all the contractors, suppliers together with thorough research in order to make sure that all of the expenses are correctly calculated and are not overlooked. (Der Wagen 2001, 81)

A careful budget plan enables the organization to take control of expenditure and ensure that the finance management is on the right track (Der Wagen 2001, 81). As a consequence, creating a budget form is highly recommended. Creating a budget form is quite challenging because not only is a great deal of information collected but some essential techniques should be learned as well. Nevertheless, a well-prepared budget form really pays off because it brings about the big success of event together with gaining a financial control. A list of revenues and costs should be included in a budget form. It is vitally important that a well-prepared budget always goes with the objectives of the event. It is not highly advisable that the financial plan or a budget exceeds the available resources of the organization or a large profit is expected. (Shone & Parry. 2004, 100)

## Income

As mentioned above, events should not always focus on making profit (Der Wagen 2001, 79). There are some certain types of events that do not generalize profit at all such as product promotion, introducing a new brand of perfume or a street parade etc. (Der Wagen 2001, 93). Income is usually included in the profit and loss statement (or income statement). An organization's revenue, expenditure and net profit are included in the income statement. Normally, in the event industry, only after the event will the income statement be prepared. An event industry requires the preparation of the budget before the event actually happens, and the income statement afterwards as mentioned above, whilst both the budget and income statement are usually done frequently in other fields. (Der Wagen 2001, 93)

## Sponsorship

Events are usually linked with sponsorship. In the event industry, sponsorship has played a vital role in event organizations. Depending on the nature of events, sponsorship will be taken into account by event managers or event organizers. It is argued that sponsorship has revolved over the past few years (Raj et al. 2009, 124). As a matter of fact, sponsorship is regarded as a specialist area in the marketing framework. Furthermore, sponsorship exists in many forms. As a result, when it comes to organizing any event, it is highly advisable that event organizers or managers have good understanding of what type of events. From that perspective, they can learn about what type of sponsorship is needed in terms of goods, services, techniques etc. in accordance with the type of events. (Raj et al. 2009, 124)

It should be noted that it is not obligatory to link with sponsorship in event organization. It is believed that not all sponsorship expects to boost up the market share or the competitiveness of certain products or services in a direct way. Some firms or organizations see event sponsoring as one way or another to build up good public image. Apart from that, in order to remove negative or unacceptable publicity, event sponsoring is such an optimal method to redeem public image. (Raj et al. 2009, 124)

When event organizers or managers have decided to apply event sponsorship to the planning process, it is crucial that event organizers or managers find an appropriate sponsor or sponsors in such a manner that the strategic vision of the event and the sponsoring company will be well-combined. Particularly, finance assistance is an indispensable business requirement to sustain the event. (Raj et al. 2009, 124-125)

Before selecting the right sponsor or sponsors, event organizers or managers should spend time and effort collecting a great deal of information about the sponsor or sponsors in order to make the event itself go smooth. Historical data about what type of events sponsored by the desired company or organization should be examined thoroughly. Information can also be obtained from various sources such as the firm's or organization's website, local or regional newspapers. (Raj et al. 2009, 125)

After having chosen the appropriate sponsor or sponsors, the firm needs to evaluate different levels of sponsorship deals offered in a sponsorship package. Normally, those sponsorship deals are closely related to financial commitment from the sponsor or sponsors. A wide range of deals within a package will determine the level of exposure prior to, during and after event. (Raj et al. 2009, 126)

#### Cash flow

Cash flow also belongs to one of the important issues in event's financial management. In order to generate the event planning phase, it is strictly crucial to control the capital. Capital is such a decisive factor that event organizers or managers should always keep track on it while planning an event because the planning phase can be prolonged and complicated, otherwise, the company might end up being ignorant of where the money comes from and how it is actually spent (Der Wagen 2001, 92).

Therefore, it is highly advisable that all of the monthly expenses and projected revenue need to be recorded in any form such as spreadsheet. From that perspective, cash flow can be well-managed. In the event industry, funding crisis, especially in such a short notice, is not usual (Der Wagen 2001, 92).

#### 4.3.2 Operational plan

What comes after the financial planning phase is operational plan. Operation plan is one of the most important phases because it requires a lot of resources such as staff, equipment, etc. in order to make the event actually happen (Shone & Parry 2004, 88). When talking about operation plan, Donald Getz also argued, "Operations" refers to all those systems that must be in place and the actions that have to be taken to produce the event." (Getz 2007, 275). Nevertheless, in reality, time is of great importance when it comes to planning an event (Shone & Parry 2004, 88). It actually means that professional event managers or organizers need the sufficient amount of time to plan an event thoroughly and efficiently. Consequently, a fixed timescale is indispensable for a follow-up (Shone & Parry 2004, 88). There are some factors that need to be taken into consideration during the operational plan such as resources, staffing, logistics, services, equipment, production schedule etc.

## Resources

Resources may refer to human resources, financial resources etc. The company or organization should not plan one event that exceeds its available resources.

Furthermore, all of the resources need to be well managed and used wisely. When it comes to resources, it is best to avoid resources dependency. However, interestingly, Donald Getz believes that it will be to the firm's own benefits if dependence on committed stakeholders is a wise strategy (Getz 2007, 284).

## Staffing

In each event, staff are always needed to handle different types of tasks.

Depending on the nature of each event, the number of staff will be determined accordingly. In general, Donald Getz proposes that a specific need of volunteers, external suppliers together with contractors should not be dismissed in all circumstances because of unexpected occurrences (Getz 2007, 286).

According to Lynn Van Der Wagen, she has placed importance on staff planning for event. More specifically, there are two considerable processes during the staff planning phase: developing organization charts and developing job descriptions (Der Wagen 2001, 159). Developing organization charts assists the whole event team to have better understanding of their reporting relationships, while developing job description indicates clear roles and responsibilities in order that people know exactly what they are actually doing (Der Wagen 2001, 159).



FIGURE 7. Two important elements in staff planning phase

Developing organization charts: Organization charts can be complicated because each different stage of event planning may require different organization charts. According to Lynn Van Der Wagen, organization charts should be developed prior to the event, during the event and after the event. To put it simply, in all

likelihood, different workforces will be needed in accordance with the amount of work in different stages. (Der Wagen 2007, 160)

Prior to events, organization charts need to show people who take responsibility for main functions such as finance, marketing entertainment, etc. As long as organization charts are well-formulated prior to the event, it will get easier when charts are developed during the event (Der Wagen 2007, 160). During the event, charts should be well-developed because there will be more people getting involved in the planning process. Therefore, the size of organization will increase dramatically, and charts need some modifications in order to match with the current situation. During the event, emergency reporting relationships should be clearly indicated in the charts (Der Wagen 2007, 160). Additional staff, along with reporting relationships, should be also included in the charts. Regarding “after the event” phase, the event team will start to disperse. As a result, the number of people involved in the event team is reduced because there are merely a few individuals left. Those individuals assume responsibility for evaluating events, collecting feedback, financing reporting and some primary issues etc. “After-event-chart”, as a consequence, needs to focus on showing key personnel that are assigned to complete those above tasks. Not only do organization charts place a high emphasis on key necessary personnel prior to the event, during the event and after the event but it also can point out a list of tasks completed by each individual or roles of each person. In that case, organization charts boosts up communication between parties as well as clarifies roles and responsibilities. (Der Wagen 2007, 160)

**Preparing job descriptions:**It is the second important element of staff planning because people will understand their roles and responsibilities better by studying job descriptions carefully. Tasks, position title, reporting relationships, duties are included in job descriptions. Start and finish dates should be clarified in job descriptions too. In order to recruit the right candidates for specific positions, it is vitally important and essential to develop personal specification in which required skills, knowledge, experience etc. for certain positions are specified. (Der Wagen 2007, 164)

**Volunteer management:** As mentioned above, event volunteers are always an important workforce in event planning. It is paramount to ascertain that the number of event volunteers does not exceed than needed and that the right event

volunteers are chosen. Volunteer management for event does require a good command of human resources and event strategies (Getz 2007, 290). In order to manage event volunteers successfully, event managers and organizers should stress on volunteer motivation, satisfaction, commitment and experience.

Motivation is the most important element that has quite an impact on volunteers in particular and other personnel in general. Therefore, motivation needs to be maintained in order that volunteers enjoy event experiences in a way that they belong to the whole team, share all of the necessary information and put all-out effort into building a good team for the event. (Getz 2007, 290)

**Training:** Training is an indispensable part for event industry. All of the staff involved in event planning should be trained carefully in order to avoid unexpected occurrences at the event. It is highly stressed that event staff must be trained in accordance with three following areas: the objectives of the event, the venue and their specific duties (Der Wagen 2007, 170). The training must meet the objectives of the event so that staff will not get confused. Therefore, the objectives need to be communicated amongst all the staff before the training process. Regarding venue, one event can take place at different venues. Getting familiarized with the venue is also part of training. A tour of the venue enable staff to learn more about the location of facilities, areas and departments, emergency procedure (Der Wagen 2001.170).

It should be noted that indoctrination, training and supervision have to be related to service quality, the active participation of all staff, volunteers, suppliers etc. in order to boost up the facilitation of event experiences. Donald Getz posed a question to which degree satisfactory staff and volunteers experiences can contribute their part to satisfy all guests, visitors, etc. In an event industry, it is not all about a service quality issue. As a matter of fact, it should be highly stressed that what matters most is how to put the service quality to work to get to the heart of how event experiences are shaped. (Getz 2007, 290-291).

### Venues and Logistics

**Venues:** It is paramount to find a good venue for the event. A good venue plays a significant role in the success of the event as well as has an impact on the general atmosphere. The location of venue varies depending on the real nature of event. Venue-finding is perhaps one of the most vital aspects of the event planning



phase. When it comes to venue-finding, there are two possibilities event organizers may come across:

1. There is a good chance that event organizers already have good knowledge of which venue to choose
2. Event organizers might find it difficult to find a venue because of limited choices, especially in rural area.

Nevertheless, generally speaking, an appropriate choice of venue will be available if event organizers have tried to obtain as much information as possible. (Shone & Parry 2004, 121)

There are some certain criteria to bear in mind before the decision on which venue to choose is irrevocably made. First of all, the location of venue should be weighed up, and the choice of the venue's location is said to match with the objectives of the event. Second of all, event organizers should keep a look out for more venues that may be available within that location. Both the number of audience and the type of audience are taken into account thereafter. (Shone & Parry 2004, 122-123).

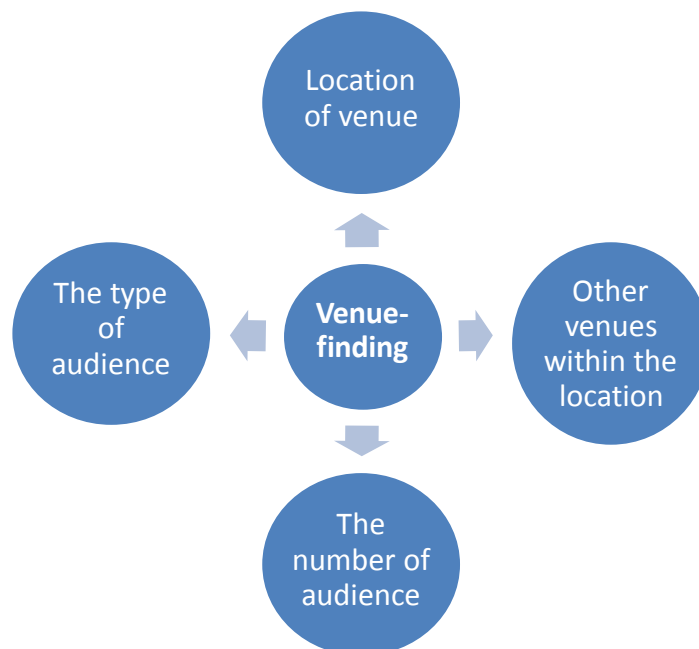


FIGURE 8. Elements to consider in venue-finding

It is also advisable that even organizers should pay a visit to the venue if the sources of information about the venue are limited or are not trustworthy (Shone & Parry 2004, 123). Furthermore, event organizers are capable of listing all of the necessary questions concerning the venue such as selection criteria or surroundings. During a visit to a venue, the first impressions are of great importance (Shone & Parry 2004, 123). The first impression should be judged based on the outlook of the venue, the surroundings, attractiveness, etc. The first impression can be different from one person to another. Nonetheless, it is highly likely that the first impression event organizers have may be the same as audience has. Not to mention, on the first visit, it is paramount to ascertain that all of the areas such as toilets, entrances, corridors, car parks are well-kept and well-maintained. If all of the indicators meet up with event organizers' expectation, it will get easier when planning process goes further subsequently. (Shone & Parry 2004, 123).

**Logistics:** Logistics has been defined in many different ways. Donald Getz has defined, "The basic idea of logistics is to move people, goods and equipment (even money and tickets) to the right place at the right time." (Getz 2007, 276). While Shone and Perry have defined logistics as "the discipline of planning and organizing the flow of goods, equipment and people to their point of use" (Shone & Parry 2004, 121). Even though two definitions are written in two different ways, there are some mutual points when it comes to logistics. Logistics is to move one or more items from place to another, and those items can be people, goods, equipment, money, tickets etc. at the right designated time (Getz 2007, 276).

The firm or organization should work on logistical requirements for the movement of different items such as goods, equipment, people, etc. Therefore, a logistics plan needs to be prepared in order that various needs will be listed and prioritized (Shone & Parry 2004, 124). During the process of logistical planning, it is uttermost to make sure that only variables and needs that have an impact on the logistical process are taken into consideration (Raj et al 2009, 203). More importantly, there is a good chance that all of unexpected occurrences, potential problems will be surely inevitable (Raj et al 2009, 203). It literally translates into the fact that it does not appear possible to prevent the logistical process from risks, problematic issues, unforeseen outcomes etc. Nevertheless, a great care and

careful attention will let event organizers manage logistical planning process successfully. (Raj et al 2009, 203). It is always crucial that all of data should be up-to-date (Raj et al 2009, 203). In most cases, firms or organizations will appoint a logistical manager to manage the logistical planning process such as updating the plan, amending any arising problems. A professional logistical manager knows how to communicate excellently with other departments in logistical process planning in particular and in event planning phase in general. The logistical planning process should not be considered an isolated process and be disengaged from the whole event planning process. As a matter of fact, all of the planning processes within the entire planning are interconnected and strongly tightened. As a logistical manager, he or she should be active at and keen on obtaining information from different departments, operational areas in order to ascertain that the logistical planning process is on the right track and that all of the information is updated. (Raj et al. 2009, 203-204 and Shone & Parry. 2004, 124-126)

In event industry, logistical activities are various such as ticketing and enquiries. Other activities can also be named such as arrival and departure of visitors and guest, the movement of people, goods, equipment, etc. (Shone & Parry. 2004, 126). Logistical activities require the logistical manager to get all of the necessary elements to the right place at the right time. In case both catering and drink services are needed, it is also essential that the logistical manager has to double check with the suppliers in order to ensure that all of the ordered food and drink will be delivered punctually. Regarding food and drink, it is also predominant to ascertain that food and drink are hygienic and appropriate to participants at the event (Shone & Parry. 2004, 131). As mentioned above, it is not possible to prevent all of the logistical activities from unforeseen happenings or problems. As a result, alternative suppliers are highly recommended in the event of serious problems, wrong orders, delays, etc. (Shone & Parry. 2004, 126-127, 131)

### Services

After a perfect venue or venues for the event has been found, the next important step is to provide visitors and guests with some services that can color their own experiences. Normally, at the event, both catering and drinks services are included. (Shone & Parry. 2004, 128). Catering and drink services are discussed as follows.

### Catering services:

Depending on the nature of events, different types of catering services can be considered accordingly. In-house catering, contracted-catering, etc. are choices of catering services. Types of catering services should be chosen appropriately as long as organizers can deal with all of those following matters successfully: profitability, flexibility and convenience. When event organizers start to plan on catering services, it is vitally important to taken into consideration the number of attendants, budget and refreshment times. (Shone & Parry. 2004, 128)

A caterer takes care of all the services ranging from handling food orders, food production to service staff. When it comes to choosing a catering contractor, it is his or her responsibility to provide menus and other costs relevant to the style service required by event organizers. The style of cooking has quite an impact on costs (Der Wagen 2001, 154). For example, it can very cost-effective if food is prepared off-site. On the other hand, if fresh food needs to be served with superb presentation, then it is quite comprehensible that it will cost more (Der Wagen 2001, 154). Once again, depending on types of events, the right style of cooking should be decided appropriately. When event organizers discuss with a caterer or caterers, the quality of food needs to be explicitly explained. Not only does the quality of food need to meet the expectations of event organizers and visitors but it is also significant to point out accurately speed of service and type of food required. To put it simply, food presented at the event should be of a suitable standard as well as appropriate to the type of audience. (Shone & Parry. 2004, 130-131 and Der Wagen 2001, 154).

A food safety plan is uttermost in catering services. Event organizers should place importance on protecting all of the visitors and guests from food poisoning by formulating a practical plan to deal with cross-contamination and other food-related factors, e.g. bacteria growth. A good example is that the right temperature is adjusted when food is transported all the way from factory to the store, and from the store to the kitchen, etc. Food safety plans need to make sure that the length of time taken for food to reach guests and visitors is also explicitly specified and carefully calculated. In event industry, catering is quite demanding and stressful for those who work in the kitchen. Therefore, the chef should get all the accurate information about the planned time services for all the courses at the initial stage of planning. (Der Wagen 2001, 155)

### Drinks services:

Besides catering services, drinks services should not be underestimated in all circumstances. In event industry, drinks services may come in the form of bars. Usually, there are two different types of bars for events: paid and cash (Shone & Parry. 2004, 133). Simply put, visitors and guests can get the first drinks for free because event organizers already pay for those first drinks. However, subsequently, visitors and guests have to pay for their own drinks. Cash bar is where guests pay for what they want to drink (Shone & Parry 2004, 133). Depending on types of events and event organizers, drinks services can be determined accordingly. However, it should be noted that visitors and guests will feel pleased to choose a wide variety of beverages, which will be certainly more expensive for event organizers (Der Wagen 2001, 155). A selection of beverages needs to go according to the budget as well. (Shone & Parry. 2004, 133 and Der Wagen 2001, 155)

### Equipment

When organizing events, event organizers should take into consideration what type of equipment will be employed at the event. The flow of equipment is also part of the logistical plan (Bladen et al. 2012, 98).

### Safety and security

Safety and security management should also be prioritized during the whole process of planning an event.

Regarding security management, it is paramount to understand that security management is a primary factor that has an impact on both event operations and event logistics (Getz 2007, 293). In order to formulate an efficient security management plan, event organizers themselves need to obtain a great deal of information about the crowd, visitors, guests, etc. (Der Wagen 2001, 207). The understanding of crowd emotions and behavior should be carefully addressed at all times. It is impossible to figure out the threat of terrorism, bomb attacks etc. at major events. Consequently, crowd emotions and crowd behavior have respectively placed importance on potential risk analyses. Not only does security management center around the crowd management but it also stresses the security of premises, equipment, cash etc. (Der Wagen 2001, 209). The security

management is also ensured by security staff and security organizations. Security staff take responsibility of controlling the flow of people at the event, which means that they allow correct people to have full access to some specific areas at the event. For example, accreditation badges could be employed so that security staff will be able to monitor the access. Furthermore, security staff are fully entitled to refuse access if a person or persons look suspicious. It is also essential that event managers should check security staff's valid licenses to ensure that all of the security staff have been well-trained and meet some specific requirements. (Getz 2007, 291-293 and Der Wagen 2001, 207-209).

Safety and health management's sole purpose is to ensure that all of the event participants, visitors, guests etc. are fully protected from any risk exposures to their health and safety (Getz 2007, 291). First of all, the safety of the event audience, staff, event managers and all related parties is of great importance because all of the events carry safety risks (Getz 2007, 291). Those safety risks should be mitigated in order to secure the implementation of the event. According to Goldblatt and Hu (2005), they proposed the use of eSAFE, which is online management system (Getz 2007, 293). eSAFE is meant to assist event organizers and managers to deal with ongoing terrorist threats. Second of all, the safety management also concerns all of the staff, volunteers, etc. Occupational health and safety aims to prevent accidents and injury in the working environment. Most importantly, event organizers should ensure that the working environment is safe for all the workers and that systems work properly (Der Wagen 2001, 212). Also, one important prerequisite for full-time workers is the compensation insurance. Compensation insurance covers all of the work-related issues such as injury, accidents at work etc. (Der Wagen 2001, 212). In all, safety and security issues should not be underestimated in any circumstances because they play a vital role in the secure execution of events as well as in ensuring that all of the attendants, staff, visitors etc. are fully protected from any types of threats. Therefore, policies and procedures relevant to safety and security issues should be highly addressed and be understood in depth in the training section. (Der Wagen 2001, 208-212 and Getz 2007, 293)

## Risk management

Risk management has played a vital role in different fields. It is certainly understandable that every business possesses certain types of risks for example financial risks, business planning and strategies risks etc. (Bladen et al. 2012, 202). In the event industry, the risk management will center on the overall event strategy, therefore, event organizers should work on several forms of risk management in accordance with specific issues such as environmental impact, marketing and PR, sponsorship, finances and return on investment (Bladen et al. 2012, 202). In the risk management, author will introduce theories about understanding risk management, managing risks and types of potential risks and risk management stages.

### Understanding risk management:

Above all, it is of utmost importance that event organizers should not dismiss the possibility of something might not go in accordance with the plan. Therefore, risk management is utilized to identify and avoid those risks. From that point of view, appropriate steps will be taken in order to mitigate the risks. Those risks can be protests, traffic, terrorism, crowding, bad weather etc. Risk management is also a proactive plan to cope with emergency problems so that events will be managed successfully. In general, it is stressed that risk management helps event organizers to identify risks, assess these risks and manage them. In other words, more specifically, risk management center on anticipating, preventing and minimizing all the potential costs, losses or problems for the event, organizations, partners, visitors and guests. (Shone & Parry. 2004, 169, Get 2007, 291 and Der Wagen 2001, 99)

### Managing risks and types of potential risks:

Risk management should be well-managed by both event organizers and event coordinators. The key duty is to make attendees feel safe and secure at an event. As a result, event organizers and event coordinators are highly advised to balance the best achievable duty of care to all the attendees and the guests (Shone & Parry. 2004, 169). It would become frustrated to list all of the possible risks at the first meeting. Nevertheless, it is critical that all of the potential risks should be well-established in the most appropriate manner so that the evaluation can be carried out effectively and correctly. There are different types of unavoidable risks when

an event is organized. That being said, risks could stem from event-marketing, health and safety issues, catering services, unexpected weather condition, lack of attendees, etc. Furthermore, risks also arise from organizational and managerial actions such as untrained staff or volunteer, the poor system management, the lack of professionalism. (Shone & Parry. 20014, 169 and Getz 2007, 292)

Getz (2007) also mentions that quality control could also pose risks to event management because it comes down to the fact that it is too much to control. It means that the use of volunteers, reliance on various suppliers, managing staff and volunteers, etc. can certainly require appropriate risk management plan.(Getz 2007, 292)

The following figures help reader understand some primary risks when it comes to event management:

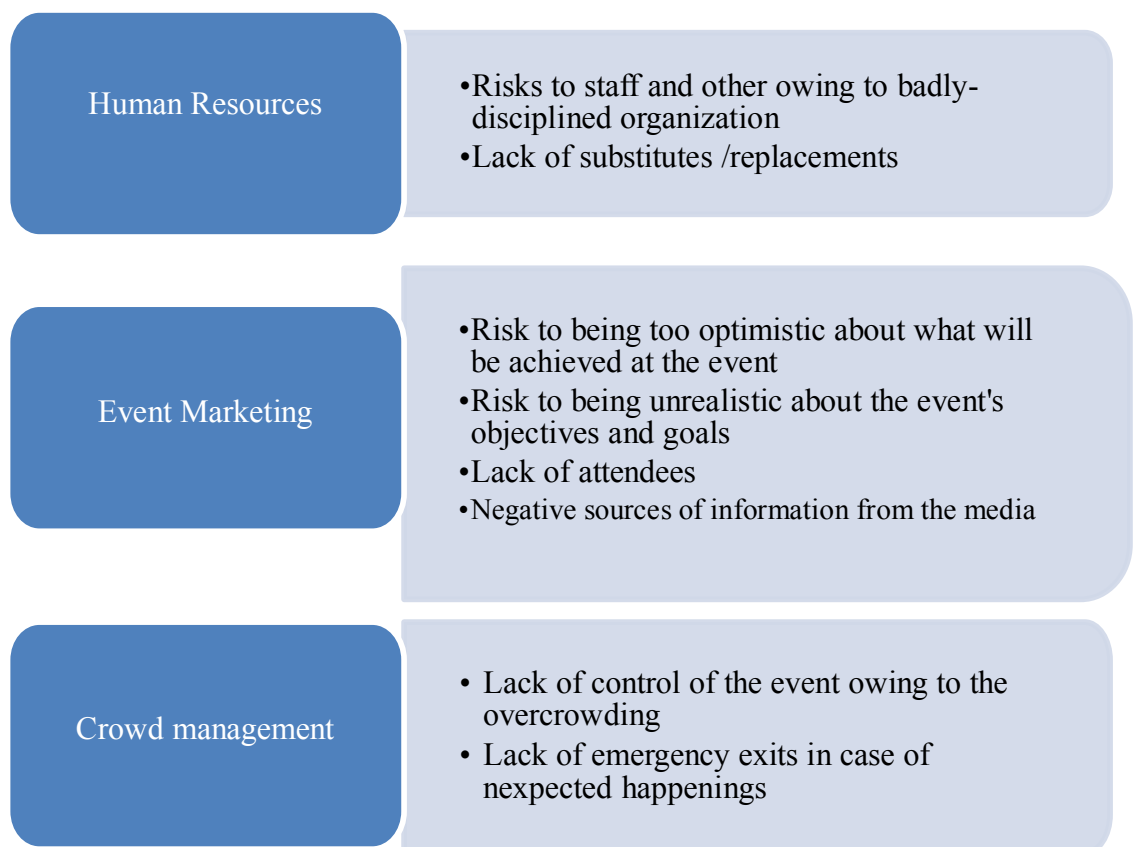


FIGURE 9. Potential risks to event management (Modified from Shone & Parry. 2004, 169)



Besides that, natural disasters could also be considered one of the potential risks to events. Heavy rain, hail, extreme heat, for instance, can automatically have quite an impact on the number of participants, guests as well as the mood of all the attendees. Generally, various types of events bring about different types of risks. (Der Wagen 2001, 99)

So highly important is the risk management that it helps event organizers or coordinators to heighten awareness, assessment, evaluation, moderation and recording (Shone & Parry. 2004, 170). Asking for advice from a professional consultant, for instance, does also boost up of the awareness of potential risks. Depending on the nature and purpose of the event, it is wise to gain the advice of different experts such as firemen, police representatives, local authorities, local people etc. (Shone & Parry. 2004, 170). From that perspective, event organizers and coordinators will be able to gain insights into all of the possible risks so that they can mitigate the risks to make the event go according to the original plan.

Furthermore, not only is it essential to gain advice of different experts but insurance should be taken into account as well (Shone & Parry. 2004, 171). Insurance, as a matter of fact, will cover some risks and losses. On the other hand, insurance may secure the operations. Notwithstanding insurance does compensate losses and risks, the firm or organization should find some time to answer those specific questions: (1) will the insurance company cover all of the risks and losses (as the firm or organization has thought)? (2) In the case of being rejected by the insurance company, will it still be possible to host the event? (Shone & Parry 2004, 170-171).

Risk management stages:

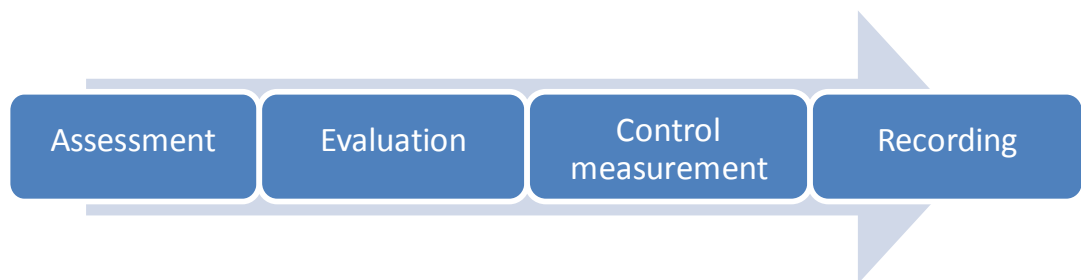


FIGURE 10. Four stages of risk management (Modified from Shone & Parry. 2004, 172)

There are four main stages to manage risks of an event. First of all, risk management begins with assessment. Simply put, assessment is related to identifying potential risks at an event (Der Wagen 2001, 103). After all of the risks have clearly been identified, it is paramount to take into consideration the likelihood or possibility of risks arising as well as what consequences will be expected. In order to assist the event team to identify all the potential risks, the brainstorming session is quite indispensable (Der Wagen 2001, 104). Owing to the brainstorming session, the whole team can assist one another to list out all of the potential risk. Secondly, after the stage of assessment, the evaluation of the potential risks can be carried out thoroughly through the preparation of the risk moderation form (Shone & Parry. 2004, 172). It is also highly advisable to put all of the identified risks into different categories in terms of priority or potentiality (Der Wagen 2001, 104). During the stage of evaluation, establishing a committee to take responsibility for evaluating all the risks is also one of the good options that need to be taken into consideration as well. (Shone & Parry. 2004, 172 and Der Wagen 2001, 103-105)

Control measurement comes next after the evaluation and assessment. The risk moderation form is used during the stage of control measurement. As a matter of fact, based on the risk moderation form, there come two possibilities: (1) Will it be necessary to make some advanced preparations before the official launch or start of the event? (2) Are any special measurements required during the event? (Shone & Parry. 2004, 172). There is a wide variety of control measures such as elimination plans, substitution plans, isolation plans, engineering controls, administrative controls or contingency plans, etc. (Der Wagen 2001, 104). From that perspective, event organizers and coordinators work together on the most appropriate and effective ways of managing and mitigating risks in accordance with the nature and type of events. Eventually, all of the risk management activities should be carefully recorded and be kept carefully in order to take into consideration whether those activities will be modified or not, especially unexpected risks are identified during the event. The practice of recording and reviewing activities is of great importance because it is such a good and valuable experience for prospective events. It is highly pointed out that it would be better to learn from experience than from foresight because unexpected happenings are always unpredictable. (Shone & Parry. 2004, 172 and Der Wagen 2001, 105)

To reiterate, it is inevitable that event organizers and coordinators will not certainly be able to speculate about everything that might occur at the event although it is strongly believed that all of the risks have been successfully managed. What does matter is that the event organizers and coordinators should stay alert at an event and pay attention to everything that may turn the event itself into a disaster (Shone & Parry. 2004, 172).

#### 4.3.3 Marketing plan

Marketing plays an important role in optimizing an event's publicity. A good marketing plan attributes to well-organized and successful event. Marketing is vitally important because it attracts an audience so that the event itself will not turn out to be a non-vent (Der Wagen 2001, 53).

In general, the concept of marketing mix has been defined in numerous ways. Marketing is considered the process of planning and implementing the conception, pricing, promotion and distribution of ideas, goods and services so that values are exchanged and individual and organizational objectives are satisfied (Pelsmacker et al. 2010, 2). Simply put, according to The Economic Times' article, marketing mix relates to the set of actions, or tactics, that a company or organization utilizes in order to promote its own brand or product in the market. Marketing mix, fundamentally, consists of 4 P's: Price, Product, Promotion and Place. However, the Economic Times has also added that marketing mix has been evolved due to the fast-paced change of the world. Depending on the nature of service, product, those following P's can be found in the marketing much: Packaging, Positioning, People, Politics etc. (Economic Times, Definition of Marketing Mix, 2014).

Marketing mix should be carefully studied because the misuse of marketing mix can lead to the big failure. More specifically, if the company or organization has examined marketing in depth, good marketing plan will certainly boost up company's business image, profitability. Nevertheless, if the marketing plan is not fully understood by the company, it leads to the fact that the company's business, service will fail. Also, it takes years to recover from the failure (Economic Times, Definition of Marketing Mix, 2014).

In event marketing, Lynn Van Der Wagen has argued that event products are much more complicated because events products are regarded as a combination of

goods and services (Der Wagen 2001, 54). As a result, event managers and organizers may face up with adversities and challenges in event marketing. When it comes to event marketing, it is important to examine three significant features of event marketing. Lynn Van Der Wagen has pointed out that event marketing is intangible, variable and inseparable (Der Wagen 2001, 54). Regarding event marketing's intangibility, it refers to service-oriented aspects of event products because it has been mentioned that event products are both goods and services. Furthermore, the variability of event marketing depends on the service(s) provided at the event. What's more, variability is determined by various responses to the service(s) provided. Not only is event marketing both intangible and variable but it is inseparable as well. It is easy to understand that all of the parties involved in event marketing are vitally closely connected. Additionally, parties involved in event marketing depend on each other. For example, a conference organizer has to rely on his staff, guest speakers, technical crew etc. in order that the conference will be able to satisfy specific needs to the audience. (Der Wagen 2010, 54).

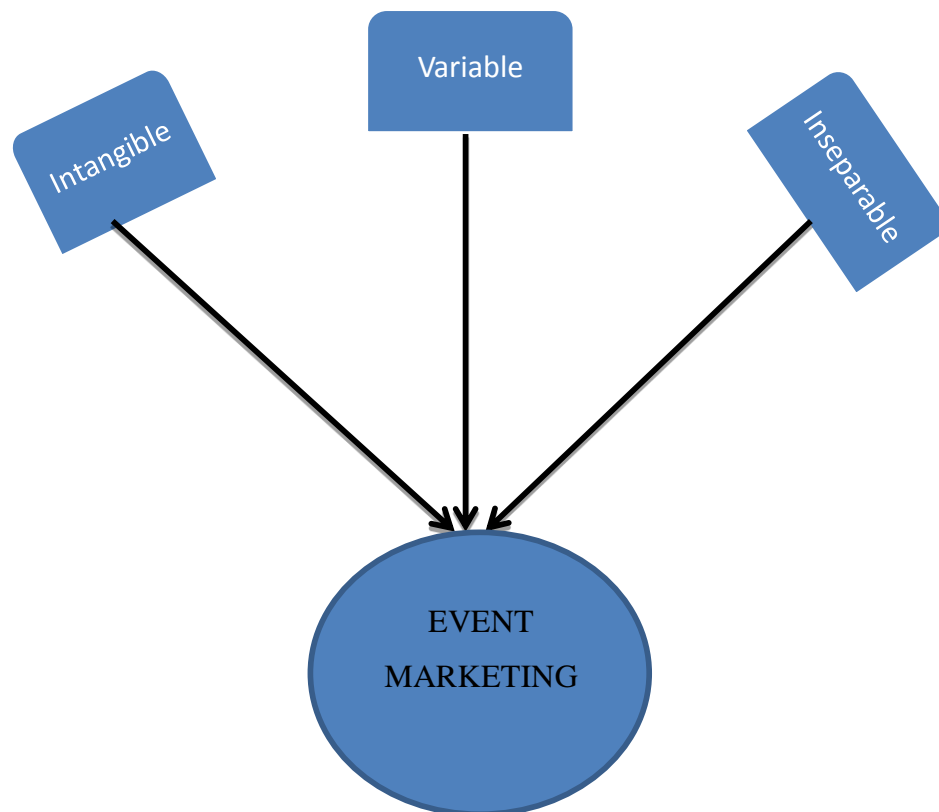


FIGURE 11. Event Marketing's Features

Generally, as mentioned above, marketing mix comprises 4 important P's: product, price, place and promotion. Products, to begin with, refer to the item sold to customers or clients. Products have to satisfy the needs of consumers (Economic Times, Definition of "Marketing Mix", 2014). Additionally, products have to bring out some unique benefits to consumers. The product tool is made up of three primary layers: the core product, the augmented product and product features. The core product emphasizes the unique benefits of the product when consumers have decided to purchase the product. The augmented products is determined by service-oriented aspects such as after-sales services, prompt delivery etc. Product features, on the other hand, refer to packaging, design, etc. (Economic Times, Definition of "Marketing Mix", 2014; Pelsmacker et al. 2010, 2)

The second P is price. Price is the only element that does not cost anything in the marketing mix (Pelsmacker et al. 2010, 2). Price relates to the official price of a product. The third element in marketing mix is place or distribution. After production, it is critical that the company manages to bring its products from the manufactory to the customer. Some activities such as transporting products, keeping inventory, choosing wholesalers and retailers take place in this element (Pelsmacker etc. 2010, 3). Distribution also places an emphasis on retaining co-operation between the company itself and distribution channel, i.e. wholesalers, retailers, etc. Last but not least, promotion or marketing communication is the fourth element in the marketing mix. Furthermore, promotion or marketing communication is also considered the most feasible element (Pelsmacker et al. 2010, 3). Marketing communication plays an important part in communications between the company and its stakeholders together with its target groups. Marketing communications assist the company to promote its products or services and the company itself. (Pelsmacker et al. 2010, 3)

*"Marketing communications are the tools a company uses to deliver a range of promotional messages to its target markets"*

(What are marketing communications? The Charter of Institute of Marketing, 2009)

## Research

Marketing research is said to be in support of effective planning and decision in markets. As a matter of fact, it has played a vital role in the implementation of effective marketing strategies. (Raj et al. 2009, 87)

Before starting to formulate a marketing plan, it is paramount to ascertain that researches should be conducted in order to collect information about target group, environment, etc. In the stage of research, first of all, Both Donald Getz and Shone and Parry have placed importance on event's key purpose. The purpose of the event should be well-identified and well-defined in order to facilitate the process of researching. As a matter of fact, the purpose of event can be broken into several smaller objectives. Nevertheless, it should be noted that the number of small objectives are not expected to exceed five because the more objectives there are, the more challenging and difficult to accomplish all of them. (Shone & Parry. 2004, 155 and Getz. 2007, 281)

Doing research on the environment has also played a vital role in formulating marketing plan. Donald Getz together with Shone and Parry argues that researches enable event managers to collect a great deal of information about environmental scanning, customer analysis, competitor analysis, other events that take place at the same time and might take away all of the potential attendees ( Shone & Parry. 2004, 155 and Getz. 2007, 281). In order to initiate the data collection process, event managers can take advantages of different data collection tools such as surveys, interview, focus groups, observation etc. (Getz. 2007, 281)

Besides, according to Lynn Der Wagen, during the process of collecting data for the marketing plan, motivation should be taken into consideration as well. Customers' motivation is unpredictable depending on many external and internal factors. It is highly likely that different customers respond differently to some aspects of an event. Those responses are either negative or positive. Customers' motivation may be one of the hardest factors to be influenced. (Der Wagen. 2001, 58)

Furthermore, during the process of making the marketing plan, budget should also be considered carefully because it is not wise to formulate the marketing plan that exceeds the firm's or the organization's available budget. (Shone & Parry. 2004, 93)

## Target

Market segmentation is the process of identifying and analyzing customers in different groups. Lyn Der Wagen has placed importance on thorough analyses of various motivations of the audience. From that point of view, it will be easier to put customers into different profiles (Der Wagen. 2001, 58). Donald Getz has supported the idea of Lyn Der Wagen by supplementing basic variables for the segmentation. The segmentation can be based on geography, demographics (age and gender), social-economics (income and class), consumption patterns, visitation patterns (loyalty, seasonality etc.) etc. (Getz. 2007, 281). Moreover, in the stage of market segmentation, learning about what media should be used for each target group is highly recommended (Shone & Parry. 2004, 156).

## Promotions and public relations

Optimizing the publicity of events is always challenging and time-consuming. In order to attract the more attendants the better, event managers have to weigh up which would be the best ways to promote the event depending on the purpose, the nature of the event. There is a wide diversity of promotion forms such as personal selling, brochures, banners, Internet advertising, posters, magazines, newspaper, radio etc. (Der Wagen. 2001, 60). The message to promote one event is significant because it needs to sound convincing to all the target groups (Der Wagen 2001, 60). Lynn Der Wagen also argues that the evaluation of marketing efforts should be carried out as well. Evaluation is normally done systematically by asking when and how participants have found out about the event. The stage of evaluation can take place prior to, during and after the event. (Der Wagen, 2001, 60)

## Marketing schedule

Under no circumstances should the marketing schedule be dismissed. Some of the marketing activities can take a longer time than expected (Shone & Parry. 2004, 145). Lynn Der Wagen argues that timing has quite an impact on consumer decision-making process as well because it is closely related to the promotion budget, and bad-timing will result in unpredictable consequences. (Der Wagen, 2001, 58).

Marketing schedule should be prepared while the process of planning and budgeting of the marketing program takes place. The marketing schedule gives event managers a general idea of lead times for different marketing activities (for example: when does that activity start? When does it need to be done?). It is quite important to keep in mind that some marketing activities take a lot of time. As a consequence, it is advisable that the lead times should be checked thoroughly. For example, it will take two to four months to advertise one event on national magazines. (Shone & Parry. 2004, 158)

#### 4.3.4 Organizing and preparing events

After the sufficient amount of information has been gathered, it is critical that there should be a pause (Shone & Parry. 2004, 94). The pause is quite indispensable because it ensures that event managers have the sufficient amount of time to check the planning progress and the status of the plans because it may take plenty of time to deal with feedback and all of the discussions (Shone & Parry. 2004, 94). Therefore, meetings are vitally important (Der Wagen 2001, 191). As a matter of fact, meetings are always necessary in the entire planning process –before, during and after the event. Some meetings can be very effective, but others may be considered a waste of time (Der Wagen 2001, 191). In order to be prepared for the stage of organizing and preparing events, time-line should be clearly set. During the meetings, note-taking is highly recommended so that attendees have an idea of what tasks needs to be completed, what have been gone through etc.(Der Wagen 2001, 192) Documentation from the meeting should be done thoroughly and made public to those who attend the meeting. At meetings, it is also important to address what else needs to be done, what still needs to be achieved etc. and to take into consideration whether further arrangements should be made. Policies should be carefully made to point out some general principles for the event (Der Wagen 2001, 197). Each and every event requires policy in order to prevent fraud, misrepresentation, manage staff, procedures etc. Furthermore, motivation, team-spirit, stress relief should be emphasized at meetings as well. (Shone & Parry 2004, 94 & Der Wagen 2001, 191-192 & 197)

When the event approaches, it is critical that event managers should learn how to deal with the deadlines, arrangements, operational plans, marketing plans etc. (Shone & Parry 2004, 94). Therefore, it is advisable that event managers should



go through some certain procedures. The procedures can be in the form of a check list or tasks (Der Wagen 2001, 198). The clear procedures certainly facilitate event managers to reduce stress and to assure that all of the pieces fit together. Apart from that, all of the procedures planned by event managers should be carefully timed so as to meet the needs of other functional areas. It literally means that all of the planning process should be harmonized with one another, and so should all of the procedures. The careful planning will certainly result in the operational success of the event. Besides the procedures, all of the activities in the event should be recorded and kept carefully for evaluation and feedback sessions. (Shone & Parry 2004, 94 & Der Wagen 2001, 198)

#### 4.4 After event

It is paramount to ascertain that evaluation process and feedback collection should be conducted thoroughly after the event. Those both processes act as useful and indispensable planning resources for planning some other events in the future.

##### 4.4.1 Evaluation

Evaluation process concerns the understanding of evaluation process, the purpose of evaluation, collecting information for the process and visitors' impressions.

##### Understanding the significance of evaluation

After the implementation of an event, the final evaluation should be taken into consideration and carried out thoroughly. The evaluation should include all of the necessary and various sources of information. Not only does the evaluation concern participants' perception but event organizers' perception should be included in the evaluation as well. In all likelihood, event organizers tend to leave out tiny, little information of the evaluation. Nevertheless, it is highly recommended that recording and keeping tiny, little information are significantly indispensable during the process of evaluating the event. Therefore, from that point of view, having considerable expertise in collecting and recording useful information is one of the benefits to organizations or firms when they have carried out the evaluation. The main idea is that the evaluation should be handled with care and should not be neglected, which certainly facilitates further planning. (Shone & Parry. 2004, 220)

Lynn Der Wagen also adds that evaluation is usually neglected after the event (Der Wagen 2001, 239). However, evaluation gives the firm or organization various perspectives gained from the event organization and management. For example, from the evaluation session, the firm can learn from their experience and gain deeper understanding of operational success, etc. Normally, the evaluation process is guided by the event's goals and objectives. Tzelepi and Quick (2002) also pointed out various approaches to event evaluation such as "effectiveness", "goal attainment", "systems resource approach", "competing values" etc. (Getz 2007, 300). Moreover, in the evaluation process, both clients and stakeholders in events insist a report on how their resources have been used and to which extent objectives have been accomplished. (Der Wagen 2001, 239 and Getz 2007, 300)

Furthermore, Der Wagen also places importance on the impact of events such as economic, political, physical etc. impact on the community itself (Der Wagen 2001, 244). Those impacts can also be included in the evaluation process. For example, regarding the political impact, event promotes the city, the country, the people, the cultures etc. where the event has taken place. Moreover, the social impact can be seen through the enhancement of community spirit and the outcome of social benefits as well. (Der Wagen 2001, 244)

#### The purpose of evaluation

What could hindrance the evaluation process is the incapability of utilizing the process itself. Firms and organizations, in point of fact, usually hold a meeting to go through major points of the event, and the process probably ends there (Shone & Parry. 2004, 220).

Fundamentally, the purpose of evaluation is to have a general look and examine how the event went together with what should be done to better future events (Shone & Parry. 2004, 220 and Bladen et al. 2012, 372). Improvements should be made in accordance with those three different scenarios. Firstly, the event went well, however, further improvements could be weighed up to optimize the event. Secondly, some activities in the event went badly, and they do need improving and changing. Thirdly, like the first scenario, the event went well, but it should remain that way and no further improvements are needed (Shone & Parry. 2004, 220). Those improvements need to be done appropriately, even though it can be void of necessary sources of information by any means such as in a form of

questionnaires, in the form of electronic surveys etc. Collecting those sources of information is very constructive for the evaluation. (Shone & Parry 2004, 220)

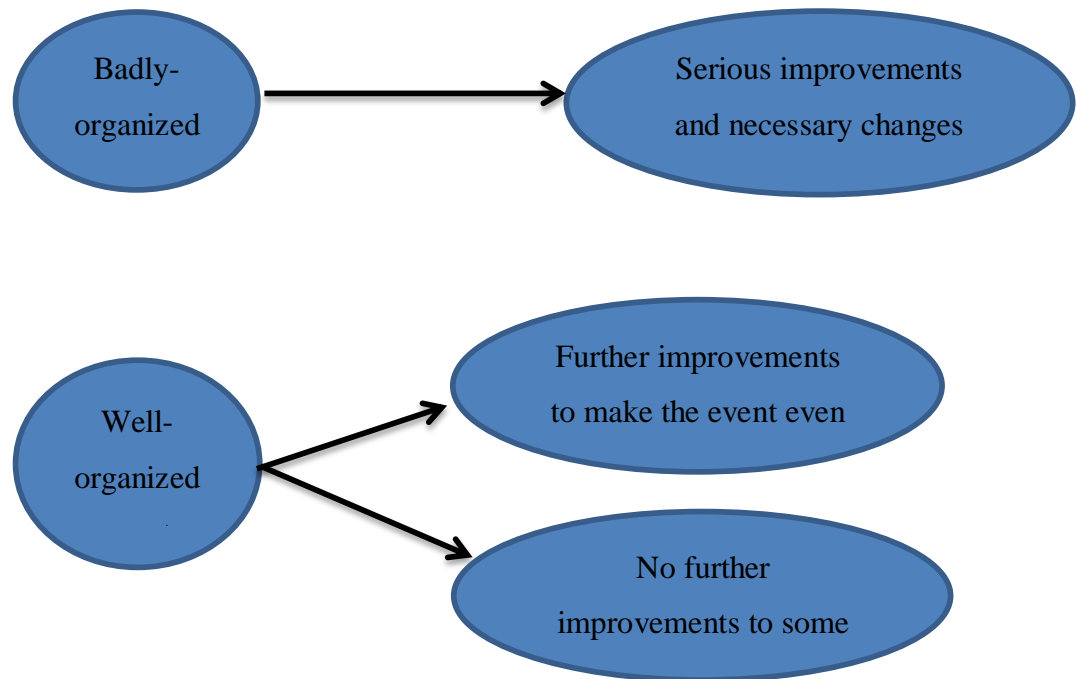


FIGURE 12. Identifying appropriate improvements (Modified from Shone and Parry, 2004, 220)

It is argued that evaluation should be an ongoing process. The process itself is part of the management of event (Bladen et al. 2012, 372). Additionally, according to Getz (2005), the evaluation does require the appropriate investment in time and resources (Bladen et al. 2012, 372)

## Collecting information

Collecting information for the evaluation process should not be dismissed and needs to be conducted carefully and appropriately. The amount of information depends on each event in terms of size, scale, participants etc. However, the amount of information will exceed one's expectations even if it is such a small event where there is no formal research conducted. The collected sources of information should be well-analyzed, or else the analysis would be subjectively done, i.e. based on someone's opinion. The analysis, of course, turns out to be invalid and worthless (Shone & Parry. 2004, 220).

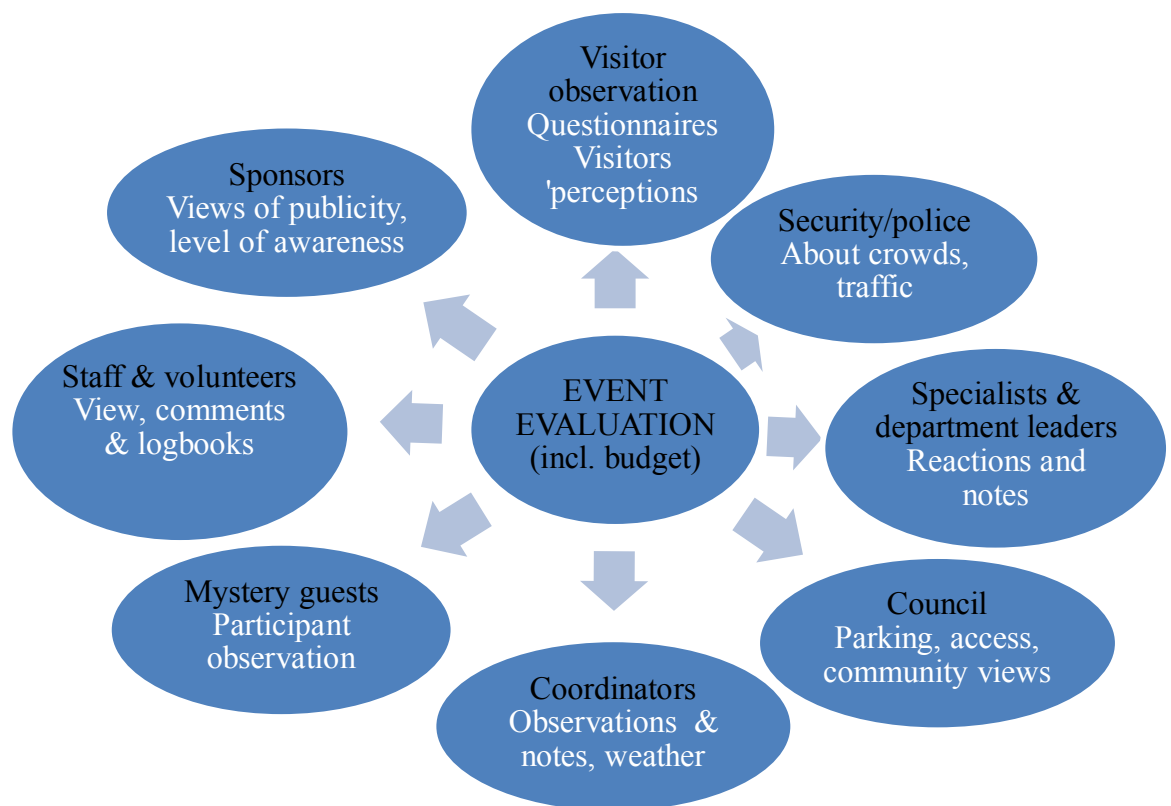


FIGURE 13. Sources of information for evaluation (Shone & Parry. 2004, 221)

Evaluation process, in general, has placed an emphasis on two prime issues:

(1) Did the event meet its objective? and (2) What can be improved for the next edition, if there is one? (Shone & Parry. 2004, 221). When it comes to organizing events, identifying the core objectives is highly crucial because it helps event organizers and coordinators to focus on what should be done to reach the objectives. Event objectives also play a vital role in assuring stakeholders the event's effectiveness. Overall, stakeholders want to make sure that event

organizers and coordinators really put the money to work by spending it effectively and wisely (Shone & Parry. 2004, 221).

After the process of collecting all of the essential information, what is best and what is worst are sorted out. Therefore, having knowledge of “what is best” and “what is worst” can lead to remedies which can boost up the satisfaction and reduce the dissatisfaction. As a consequence, it is highly recommended to rank “what is worst” problems, i.e. from “most serious to least serious” or from “most frequently to least frequently”. The task of ranking is certainly favorable to event organizers and coordinators because they will be able to perceive which problems reoccur several times. From that point of view, they could give priority to each problem and try to sort them all out in order of precedence (Shone & Parry. 2004, 221).

Apart from those sources of information, both qualitative and quantitative data can also be used in the evaluation process (Bladen et al. 2012, 372).

TABLE 5. Quantitative and qualitative data for the evaluation process (Shone and Parry, 2010, 146). (Bladen et al. 2012, 373)

| Quantitative data   | Qualitative data  |
|---|---|
| <ul style="list-style-type: none"> <li>- Attendee statistics, including market segmentation data</li> <li>- Sales figures</li> <li>- Financial reports and accounts</li> <li>- Economic impact analysis</li> <li>- Environmental impact analysis</li> <li>- Social impact analysis</li> </ul> | <ul style="list-style-type: none"> <li>- Attendee perceptions</li> <li>- Interviews with attendees and staff</li> <li>- Management notes and commentary</li> <li>- Social impact analysis</li> <li>- Environmental impact analysis</li> </ul> |

## Visitors' impressions

In order to make all the visitors feel comfortable at the events, it is important to examine visitors' impressions. Needless to say, visitors' impressions certainly impact the success of the event itself. Taking into consideration those impressions can assure that the event will satisfy visitors. According to Love and Crompton (1999), there are two sets of judgments: satisfiers and dissatisfiers (Shone & Parry. 2004, 224).

Satisfiers refer to things that satisfy visitors such as the ambience, excitement, social involvement, relaxation etc. On the contrary, dissatisfiers refer to things that make visitors become dissatisfied such as the parking, toilets, queues etc. Therefore, one should fully pay attention to both judgments by doing some research. In the research, visitors' perception is uttermost and should be fully paid attention to. Those factors that cause satisfaction should be well-identified and advocated, and conversely those that cause dissatisfaction are supposed to be reduced and improved (Shone & Parry. 2004, 224)

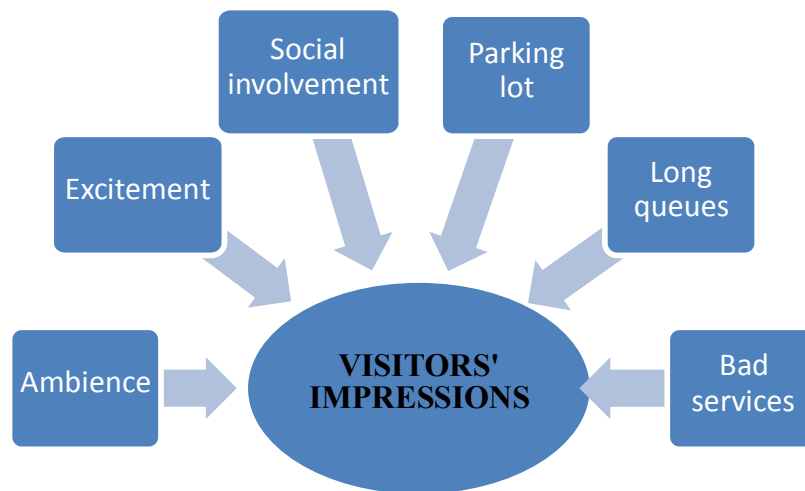


FIGURE 14. Factors that impact visitors' impressions (Modified from Shone & Parry. 2004, 224)

In brief, setting appropriate and retainable expectations is indispensable because it is crucial to know what is achievable during the evaluation process. It is unrealistic that total satisfaction can be achieved because there are both internal and external factors that can influence human beings' perception. Even though event organizers and coordinators have tried their best to find solutions to all the

problems, human beings' perceptions will change dramatically. (Shone & Parry. 2004, 224)

#### 4.4.2 Feedback

Feedback has played a vital role in event organization and management. As a matter of fact, feedback is collected and assists the company or organization to accumulate experience for the prospective events. Feedback should be thoroughly handled. There are several options to collect feedback from visitors, guests, participants at the events such as the completion of forms, personal interviews, small focus group etc. (Der Wagen 2001, 242)

## 5 ORGANIZING THE ANNUAL INTERNATIONAL NIBS CONFERENCE

This empirical part revolves around the International NIBS Conference that took place in Lahti, Finland on May 21-23, 2014 (NIBS Conference 2014, 2014). The empirical part can assist readers to gain better understanding of the theoretical part and study how previous theories are related to this empirical part. The empirical part consists of two main chapters: Case Analysis: An overview of NIBS and Case Analysis: The Annual International NIBS Conference in Lahti, Finland. In the very first chapter of the empirical part, the author will focus on NIBS' mission, members, NIBS Conference together with competitions. The second chapter is about a real conference organized by Lahti University of Applied Sciences. Through a real-life conference, an event manual will be formed so to enhance the quality and organization skills for the upcoming conferences hold by NIBS. Data for the empirical part came from the NIBS Project team members, e-mails, the Conference's websites, personal interviews, team meetings and the author's observations.

### 5.1 An overview of NIBS

NIBS is a short form for the Network of International Business Schools. NIBS is a useful playground for business schools worldwide. All of the NIBS members have agreed that both internationalization of business and the globalization of the economy have played a vital role in the development of managerial practices (Network of International Business Schools, About, 2014). What's more, NIBS places a high emphasis on a strong international dimension in higher education and training. A strong international dimension is of great importance nowadays when the whole world has changed at a fast pace. According to NIBS, they believe that a strong international dimension means practicing foreign languages, familiarizing with comparative management techniques together with gaining experience of working and studying abroad (Network of International Business Schools, About, 2014).

NIBS does say that co-operation between different institutions in different countries is uttermost. The main goal is to bridge the gap between those countries in terms of cultures and social practices. Having become a member of NIBS means agreeing on a mutual goal of collaboration and being an active participant in student exchanges/ interactions, faculty exchanges/interactions, exchanges of



ideas for teaching programs and joint teaching and research programs (Network of International Business Schools, About, 2014). All of the NIBS member have the rights to recognize each other's qualifications and take part in case competitions and conferences (Network of International Business Schools, About, 2014).

NIBS' registered office is located in Hertogstraat 178, 3001 Heverlee, Belgium. (Network of International Business Schools, About, 2014)

#### 5.1.1 Members and benefits

A large number of business schools all over the world have become official members of NIBS. All of the NIBS members have some certain benefits to take part in some following activities (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014):

##### NIBS International Conference

The conference is held annually. The main of focus of the conference is a current theme in international business education. The conference enables a window of opportunity to have thorough discussion about common problems. Additionally, establishing network with other member schools is one of the main benefits at NIBS International Conference. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

##### NIBS International Undergraduate Student Case Competition

The competition is meant for undergraduate students who are in pursuit of a bachelor degree or equivalent at any NIBS member schools or are especially invited to join the competition by the host institution. In this competition, a team of four members has a chance to compete with other teams in a written case study analysis. Those chosen well-analyzed case studies will advance to the next round in which case presentations are given. This case competition is regarded as a role model for a life-changing experience which does support students to succeed in prospective job applications. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

##### NIBS International Accreditation

Unlike those two above activities, NIBS International Accreditation recognizes the internationalism of its member institutions. NIBS Accreditation is not regarded as a competition. In fact, it is meant to be a supplement to other accreditations along with an award. NIBS Accreditation has indicated that the development of internationalism should not be dismissed. It is an ongoing process. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

#### NIBS Entrepreneurship Education

A shorter name for NIBS Entrepreneurship Education is officially known as start-up café. Start-up café is a constructive concept which boosts entrepreneurial spirit. The important objective of Start-up café is to bring about the significant shift in entrepreneurship on campus as well as advocating the development of students and staff. NIBS member schools are fully entitled to become the start-up café host. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

#### NIBS Projects

NIBS member institutions do have a chance to participate in collaborative projects as well. Intellectual Property and Youth Entrepreneurship are discussed in current projects. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

#### NIBS online Forum

NIBS online forum is a good tool to enable NIBS member schools to initiate online discussions about international business-related topics. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

#### Other outputs from NIBS

Other activities do benefit NIBS member schools as well. Students from NIBS member institutions from England, Denmark and Belgium are entitled to pursue a joint undergraduate degree in international business. (Network of International Business Schools, Benefits of NIBS Membership, NIBS, 2014)

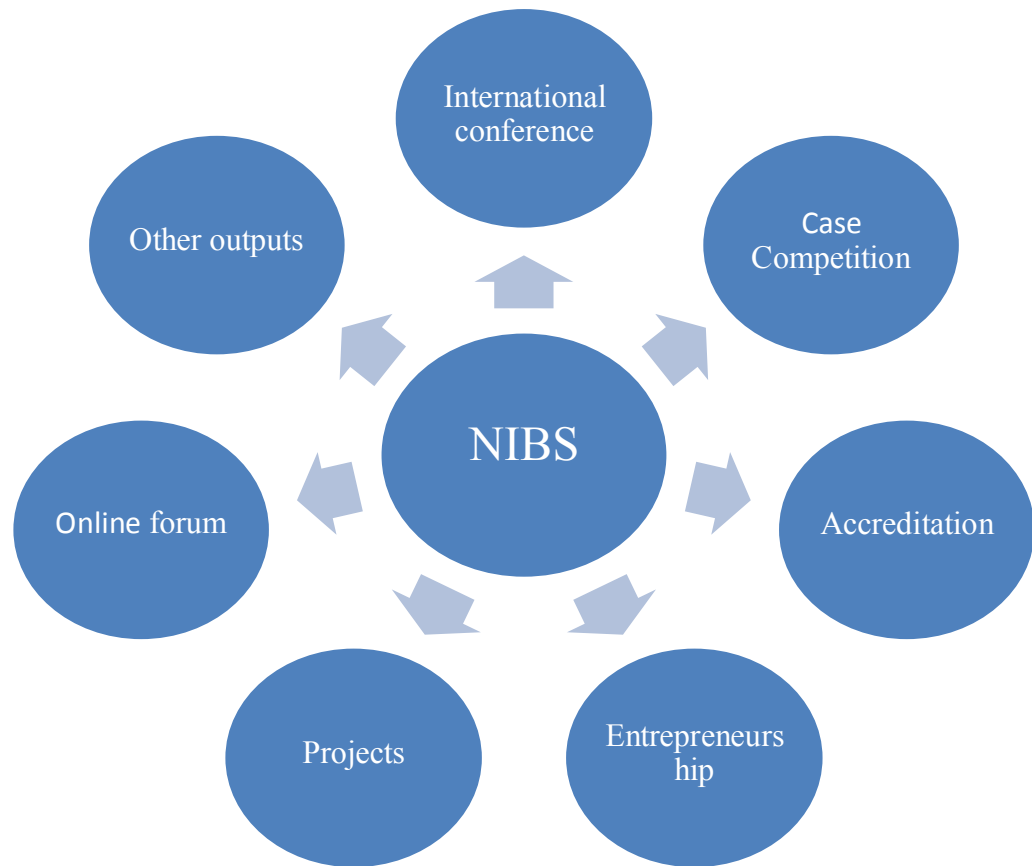


FIGURE 15. Benefits for NIBS members (Modified from Become a NIBS Member, 2014)

In order to be qualified as a NIBS members, an institution has to meet the following requirements (Becomes a NIBS Member, 2014):

- An institution is a nationally-recognized business school.
- The institution offers a Bachelor Degree in Business or Management.
- That institution consents to accept NIBS' principles.
- Regional representation can be seen from different areas of the world.

### 5.1.2 Competitions

NIBS has had the honor to hold two worldwide competitions that are intended for undergraduate students. They are Case Competition and Business Plan Competition (Network of International Business Schools, Competitions, 2014)

### Case Competition

The Case Competition was initiated since 1993. The Case Competition would be considered a huge success because it has drawn attention to the large number of institutions around the globe. According to the Case Competition's rules, 16 qualified schools will be chosen and invited to compete with each other in a final round hosted by one of the NIBS members. Locations of the Case Competition, therefore, are different from one year to another. So far, Canada, the USA, France, the Netherlands, Belgium, Denmark, Finland, Norway and New Zealand have had the chance to host the Case Competition. (Network of International Business Schools, Competitions, 2014)

### Business Plan Competition

The Business Plan Competition was newly born in 2011. The Business Plan Competition, like the Case Competition, consists of a qualifying and a final round. The Business Competition's final around occurs on line through a video or Skype conversation at the Annual Conference. (Network of International Business Schools, Competitions, 2014)

## 5.2 The annual international NIBS Conference in Lahti, Finland

NIBS Conference, this year, was held in Lahti, Finland from May 21 through May 23, 2014 (LUAS, NIBS Conference, 2014). Lahti University of Applied Sciences took pride in holding the International NIBS Conference because this is the very first time the annual international NIBS conference has taken place in Lahti. This year, the Conference stresses on the theme "New Business Opportunities in the Global Economy: from Opportunities to New Business Creation". The International NIBS Conference is divided into three different parts:

- Business Plan Competition
- Conference
- Annual Meeting and Corporate visits. (Lahti University of Applied Sciences, NIBS Conference 2014, 2014)

As mentioned above, the author was selected to be in the project team that is in charge of organizing the International NIBS Conference. Therefore, all of the information is given via project team meetings, interviews, emails etc.

### 5.2.1 Prior to the NIBS Conference

#### First time in Lahti, Finland

This year, the International NIBS Conference was held in Lahti on May 21-23, 2014. The reason why NIBS had chosen Lahti because it says that each NIBS member can volunteer every year to host a yearly conference, and the location is decided by the NIBS Board (NIBS- The Network of International Business Schools, interview with Ian Charles, the president of NIBS, 2014). Furthermore, Finland has not organized the annual conference, therefore, NIBS has decided to assign Finland to hold the NIBS Conference. According to Laura Montonen – administrative coordinator and general secretary of the Conference, she also explained the reason why NIBS has chosen Lahti, Finland to hold the next international conference due to the themes. This year, the conference in Lahti places a high emphasis on a theme “New Business Opportunities in the Global Economy: from Opportunities to New Business Creation”. A main theme is broken down into four small subtitles: “Process of New Business Creation”, “Small Business Opportunities”, “New Sustainable Business Opportunities” and “Business Opportunities in BRIC Countries and Africa”. (Lahti University of Applied Sciences, About Conference, 2014)

Since Russia is quite close to Finland, Finland had the opportunity to hold the annual conference (Montonen, 2014). Moreover, Ian Charles- NIBS President, he argued that visitors can learn more about Finland, Finnish culture as well as one of the best education systems in the world. Besides that, Charles also pointed out that NIBS was delighted to choose a school in a country that had not had the honor to host the annual conference before and had not been visited by other NIBS members (Lahti University of Applied Sciences, NIBS-The Network of International Business Schools, interview with Ian Charles, the president of NIBS, 2014).

Linnea Sulkanen, the senior lecturer of Marketing at Lahti University of Applied Sciences and a NIBS Board of Directors Member, also mentioned that the promotion of different cultures, countries and languages is also one of the objectives when the International NIBS Conference was held initially in Lahti, Finland. Linnea Sulkanen placed a high emphasis on the fact that not only is the NIBS Conference a useful gathering and meeting point for teachers and staff, but

it also stresses on local values and cultures. Therefore, Linnea Sulkanen promised that the International NIBS Conference would certainly bring about a True Nordic Experience. (Lahti University of Applied Sciences, NIBS Conference – first time in Finland, 2014)

### Purpose

An interview Ian Charles, the president of NIBS, has pointed out that the purpose of the conference is to enable all the NIBS members to meet and establish network, listen to all the speeches and presentations on the conference theme and attend the paper sessions or present a paper. The conference itself has also reflected the important goal of NIBS that internationalization of business and globalization of the economy have placed high emphasis on managerial practices. All of the NIBS members have the mutual belief in the highly significant value of internationalization for schools, students and faculties. The value is demonstrated through the annual conference, student competitions, forums etc. (Lahti University of Applied Sciences, NIBS- The Network of International Business Schools, interview of with Ian Charles, the president of NIBS, 2014).

Apart from that, Ian Charles also pointed out that non-NIBS members can also take part in the conference. (Lahti University of Applied Sciences, NIBS- The Network of International Business Schools, interview of with Ian Charles, the president of NIBS, 2014)

### Objective

Linnea Sulkanen stated that Lahti University of Applied Sciences aimed at arranging not only a well-organized, interesting and international conference in true NIBS spirit. From that perspective, both guests and visitors had an opportunity to learn about interesting presentations, to socialize as well as to get to know more about the Finnish culture. Regarding the financial goal, it is highly stressed that the break-even should be accomplished. (Sulkanen, 2014)

Additionally, Linnea Sulkanen also pointed out that different aspects were thoroughly learned as well during the entire process of organizing the Annual International NIBS Conference 2014 in Lahti, Finland such as Business Plan Competition (Sulkanen, 2014).

### Preparing an event proposal

According to Linnea Sulkanen did not make any event proposal at all when it came to organizing the Annual International NIBS Conference. Linnea Sulkanen said that in 2010, at the Conference in Turkey, Erja Turunen, who was the former Dean of Business Faculty of Lahti University of Applied Sciences, announced that Lahti University of Applied Sciences would arrange the Annual International NIBS Conference within the next five years. That is the reason why the Annual International NIBS Conference was held in Lahti, Finland in May, 2014. (Sulkanen, 2014)

Additionally, Linnea Sulkanen also mentioned the process of selecting the host for the Conference as well. The school that is interested in organizing the Annual International NIBS Conference will express their wish to the Board of NIBS. Afterwards, the Board of NIBS will make the final decision which school will be honored to host the Annual International NIBS Conference. (Sulkanen, 2014)

Laura Montonen, the administrative coordinator of Lahti University of Applied Sciences, also added that the proposal was sent to the Dean Tuija Salminen because Faculty of Business Studies took responsibility for the budget of organizing the Annual International NIBS Conference 2014. (Montonen, 2014)

### 5.2.2 During the NIBS Conference

#### Financial Plan

The financial support is from the budget of Business Faculty, Lahti University of Applied Sciences and the fees from the participants. Linnea Sulkanen says that the organization of the Annual International NIBS Conference does not aim at gaining profits. However, profitability will also benefit Lahti University of Applied Sciences. Laura Montonen, on the other hand, places emphasis on the value of networking during the Conference (Montonen, 2014). More importantly, Linnea Sulkanen does place great importance on break-even. She actually meant that Lahti University of Applied Sciences would try to cover the costs with the fees from participants (Sulkanen, 2014). Furthermore, a grant application was also sent to the organization called Tieteellisten Seurain Valtuuskunta (TSV) – in English: Federation of Finnish Learned Societies located in Helsinki, Finland (Montonen, 2014)

In the event of any unexpected additional costs, it is paramount to ascertain that the project team should have a discussion with the Dean of Faculty of Business Studies. Apart from that, the team will have to take into consideration whether it is possible to make some cuts (Montonen, 2014).

### Operational Plan

Operational plan concentrates on resources, staffing-project team, registration, venue and logistics, accommodation, catering services, keynote speakers, equipment and technical issues; safety and security as well as risk management.

### Resources

Human resources play an important part in the organization of the Annual International NIBS Conference. According to Laura Montonen and Linnea Sulkanen, they both place great importance on the available staff resources.(Mononen and Sulkanen, 2014). Furthermore, venues and technical equipment are also the available resources at hands (Sulkanen, 2014).

Since a 3-day Annual International NIBS Conference took place at the premises of Lahti University of Applied Sciences, event organizers did not have to pay for those premises. (Sulkanen, 2014)

### Staffing – Project team

The general process for selecting the project team for the International NIBS Conference was also explained during the interview. There are four main members involved in the project: Linnea Sulkanen – senior lecturer of Lahti University of Applied Sciences and NIBS Board Members, Laura Montonen-administrative coordinator and general secretary of the Conference, Brett Fifield-principal lecturer and the chair of the Conference and Anu Suomäki-Dean's assistant and general secretary of the Conference. According to Laura Montonen, NIBS contacts the board member of the country holding the annual NIBS Conference. In this case, Linnea Sulkanen is the board member of NIBS who keeps contact with NIBS on behalf of Lahti University of Applied Sciences. Linnea Sulkanen has been a NIBS Board of Directors Member since 2011 (Lahti University of Applied Sciences, NIBS Conference – First time in Finland, 2014).



Moreover, Laura Montonen also indicated that Linnea Sulkanen has had great opportunities to attend many conferences, therefore, she has had some great knowledge of what should be done and included in a conference. Regarding practical arrangements, Laura Montonen has been appointed to handle all practical arrangements such as dinners, activities etc. Another reason why Laura Montonen is responsible for practical matters is that she has organized a lot of international events. As a consequence, she has accumulated hands-on experience to organize a good conference. (Montonen, 2014)

The third member of the project team is Brett Fifield, who is the project manager himself. Brett Fifield would like to get himself involved in the project. Also, due to his international background and his academic sense, Brett Fifield is also responsible for organizing activities. The last member of the project team is Anu Suomäki. She is asked to make sure that everything works and under control. Anu Suomäki works with Laura Montonen. (Montonen, 2014)

In the event of emergency or unexpected happenings to Laura Montonen, Anu Suomäki will be Laura Montonen's replacement and assumes responsibility for continuing what Laura Montonen has done recently and so on. Depending on each person's strengths and weaknesses, the four members of the project are complementary. They understand substance, finance etc. according to Laura Montonen. She also pointed out that the NIBS Conference in Lahti offers a great balance between academic tasks and leisure time. Participants get to learn new sources of knowledge from others and get to enjoy good time right here in Lahti, Finland simultaneously. That's the core reason for all the participants to attend the conference. (Montonen, 2014)

Business Plan Competition was also included in the Annual International NIBS Conference 2014 in Lahti, Finland. Marja Viljanen, Lecturer of Lahti University of Applied Sciences, took responsibility of organizing Business Plan Competition. However, there were also six students that assisted Viljanen during the process of organizing the Business Plan Competition and ICT for the whole Conference. More specifically, there were six students in general: one student from the Business faculty and five students from the Technical faculty. Elisa Maijamaa, the student from Business Faculty, helped Viljanen with some practical issues during the planning process for Business Plan Competition. While the other five IT students were in charge of testing connections such as Skype connections, Adobe

connections prior to and during Business Plan Competition, five IT students got involved in the planning process due to the school project. Heikki Paananen, lecturer of Lahti University of Applied Sciences, was the one who supervised the school project and advised the IT students what and how to carry out all the assigned tasks. Last but not least, Joonas Jämsen was also the one that represented the IT department during the planning process. (Viljanen, 2014)

Not only are both staff and teacher fully involved in this project but students also get to be part of the project team as well. The process of selecting students initiated in the beginning of November. Three main students were selected to be involved in the project: Thuy Ngoc Dinh, Phat Vi Do and Sirpa Inkinen. Three students have studied at Lahti University of Applied Sciences majoring in International Business. However, there will be more students at the conference in order to assist one another. According to Laura Montonen, she argues that the number of students involved in the project should not exceed six (6), and three (3) students would be viable as well. Besides two selected students, the first idea was that the rest of the students would be chosen by Pirjo Haverinen, who is the lecturer of a course called “Messu-ja tapahtumamarkkinointi” (in English: Fair and Event Management). Students from that course will work with the two selected students in order to reduce the amount of work as well as assist each other at the conference. However, none of the students from that course will be able to attend the conference. (Meetings with NIBS Team, 2014)

Regarding the technique, the International NIBS conference in Lahti needs the assistance of IT students as well in case the presenters allow participants to record or film their presentations.

TABLE 6. Conference staff and tasks

| Staff   | Tasks  |
|---|--|
| <b>Linnea Sulkanen</b><br><br>Senior Lecturer and NIBS Board Members                            | The board member of NIBS who keeps contact with NIBS on behalf of Lahti University of Applied Sciences |
| <b>Bret Fifield</b><br><br>Principal Lecturer and The Chair of The Conference                   | Project manager  |
| <b>Laura Montonen</b><br><br>Administrative Coordinator and General Secretary of the Conference | Dealing with all practical arrangements such as dinners, activities                                    |
| <b>Anu Suomäki</b><br><br>Dean's Assistant and General Secretary of the Conference              | Working with Laura Montonen to make sure everything work and be under control                          |
| <b>Marja Viljanen</b><br><br>Lecturer of Lahti University of Applied Sciences                   | Responsible for organizing the Business Plan Competition<br><br>ICT arrangements during the Conference |
| <b>6 students (1 business student + 5 IT students)</b>  | Assisting Marja Viljanen with the process of planning "Business Plan Competition"                      |
| <b>Heikki Paananen</b><br><br>Lecturer of Lahti University of Applied Sciences                  | Supervising five IT students   |
| <b>Joonas Jämsen</b>  | IT-department representer  |
| <b>3 students from Business Faculty</b>   | Assisting the NIBS project team  |

Each of the involved staff needs to prepare the hour-working sheet. Laura Montonen and Anu Suomäki each had spent 300 working hours on the whole planning process. According to Linnea Sulkanen, she stated that she had spent 130 hours on the project (Sulkanen, 2014). Marja Viljanen had estimated that she had used approximately 80 hours for the Business Plan Competition's planning (Viljanen, 2014). Five IT students had spent approximately 130 hours on the Business Plan Competition's planning process. Besides five IT-students, there were also three students from the Business Faculty spending around 200 hours assisting other project staff members with the process of planning the whole Conference (Montonen, 2015)

### Registration

Registration form is done via [www.lyyti.fi](http://www.lyyti.fi). Registration for the NIBS Conference starts on February 14, 2014 and ends on April 27, 2014. The registration system is managed by Laura Montonen mostly. Registration fee varies. Early bird pays 450 euros. The early bird fee is only valid until March 31, 2014, 12:00 AM (Central European Time). After April 1, 2014, the fee will be 490 euros. Furthermore, registration fee includes 3-day participation at the Conference together with the additional events in the Conference Program. (Lahti University of Applied Sciences, NIBS 2014 Conference, Registration, 2014)

In the registration regulations, cancellation policy is also well explained. All of the participants are kindly asked to notify any changes in reservations and cancellations by sending personal emails to the Conference email: [nibs@lamk.fi](mailto:nibs@lamk.fi). It is important to note that cancellation policy varies as well depending on the day when the notification of cancellation is received. In the event of no-shows, it is certainly that fees are not refundable (Lahti University of Applied Sciences, NIBS 2014 Conference, Registration, 2014). According to Laura Montonen, the invoice is also needed for the registration because some institutions pay the registration fee for the participants (Montonen, 2014)

## Venue and Logistics

### Venue:

The Annual International NIBS Conference in Lahti, Finland was a three-day conference from May 21 to May 23, 2014. The NIBS Conference Program 2014 takes place at two different Campus: Niemi Campus, Fellmannia- the learning center and library and the Auditorium of Lahti Ski Museum. (Lahti University of Applied Sciences, NIBS Conference Program, 2014)

Having been inquired of those both chosen venues, Linnea Sulkanen argued that there were two specific reasons why the Annual International NIBS Conference took place at Niemi Campus and Fellmannia- the learning center and library. First of all, guests can get to see Lahti University of Applied Sciences' premises. Currently, the faculty of Business Studies is located in Niemi Campus, and Faculty of Tourism and Hospitality is in Fellmannia. Those two campuses are part of faculty functions. Another reason is that since those places belong to Lahti University of Applied Sciences, there was no need to pay anything for those both venues. (Sulkanen, 2014)

The Annual International NIBS Conference Program 2014 will be attached to this thesis so that readers will get to know more the program.

TABLE 7. The Annual International NIBS Conference 2014's venues

| Day                 | Venue   |
|---------------------|---|
| <b>May 21, 2014</b> | Niemi Campus, Niemenkatu 73, Lahti                                  |
| <b>May 22, 2014</b> | Fellmannia-the learning center and library,<br>Kirkkokatu 27, Lahti |
| <b>May 23, 2014</b> | Lahti Ski Museum, Salpausseläntäkatu 8,<br>Lahti                    |

### Logistics:

Logistics is taken into consideration thoroughly in order to make sure that participants will not have to spend a lot of time looking for those revenues. Those who registered for the Conference will be provided transportation from their own hotels to those three venues. (Montonen, 2014)

More specifically, on the very first day of the Conference, participants would be transported from their hotel to the Niemi Campus and back. In the evening, transportation was also available for some additional Conference programs, such as buses from participants' hotels to the restaurant Myllysaari and back to the hotels. Regarding the second day of the Conference, all of the participants would get to the Conference Dinner taken place at Restaurant Hollolan Hirvi (Hollola Elk). On the last day of the Conference, the transportation was provided from the harbor to the hotels. (Montonen and Lahti University of Applied Sciences, NIBS Conference Program 2014, 2014)

### Accommodation

The attendees are kindly asked to make reservations by themselves by contacting the desired hotel directly. There are four main hotels that offer special rates for the International NIBS Conference in Lahti: Hotel Cumulus Lahti, Sokos Hotel Lahden Seurahuone, Scandic Lahti and Hotel Kauppahotelli Grand. Depending on the location of the hotel, the offer rates vary (Lahti University of Applied Sciences, Special NIBS Conference rates for accommodation, 2014)

TABLE 8. Special NIBS Conference rates for accommodation (LUAS, Special NIBS Conference rate for accommodation, 2014)

| Hotel                                | Single room rates   | Double room rates   |
|--------------------------------------|---------------------|---------------------|
| <b>Cumulus Lahti</b>                 | 100 euros per night | 126 euros per night |
| <b>Sokos Hotel Lahden Seurahuone</b> | 104 euros per night | 124 euros per night |
| <b>Scandic Lahti</b>                 | 99 euros per night  | 119 euros per night |
| <b>Hotel Kauppahotelli Grand</b>     | 68 euros per night  | 84 euros per night  |

### Catering services

There are no free meals offered to participants during the Annual International NIBS Conference 2014 because all of the meal costs were covered by participants' fees (Montonen, 2014). The following table includes all of the meals during a three-day Conference in Lahti, Finland.

TABLE 9. Meals during a three-day Conference (LUAS, NIBS Conference Program 2014, 2014)

| Day                 | Meals   | Location   |
|---------------------|---|--|
| <b>May 21, 2014</b> | <ul style="list-style-type: none"> <li>- Lunch</li> <li>- Finnish Experience</li> </ul> | <ul style="list-style-type: none"> <li>- Campus Restaurant Kokka, the Niemi Campus</li> <li>- Restaurant Myllysaari, Lahti</li> </ul>  |
| <b>May 22, 2014</b> | <ul style="list-style-type: none"> <li>- Lunch</li> <li>- Conference Dinner</li> </ul>  | <ul style="list-style-type: none"> <li>- Fellmannia Restaurant, Fellmannia</li> <li>- Restaurant Hollolan Hirvi (Holla Elk)</li> </ul> |
| <b>May 23, 2014</b> | <ul style="list-style-type: none"> <li>- Lunch Cruise</li> </ul>                        | <ul style="list-style-type: none"> <li>- Cruise on lake Vesijärvi</li> </ul>   |

One coffee break was sponsored by Satakunta University of Applied Sciences (Sulkanen, 2014). Additionally, snacks, coffee, tea and fresh refreshment were also offered during the Conference.

### Keynote speakers

As mentioned before, keynote speakers play an essential role in one conference. There were four main keynote speakers in the Annual International NIBS Conference 2014 in Lahti: Nina Harjula, Pirjo Karhu, Irmeli Ollila and Bruce J.Oreck. Nina Harjula is Lahti Region Development LADEC Ltd, Head of Development, Cleantech. Besides, Ms Harjula is also a co-founder and board member of the Global Cleantech Cluster Association (GCCA). The second speaker in Pirjo Karhu is Centre d' Expertise Ltd, Russina business advisor and coach. Ms Karhu has had over 30-year experience as an entrepreneur and a leader, and 20 years of which in Russia. Another important keynote speaker is Bruce

J.Oreck, who is the U.S. Ambassador to Finland. Mr J.Oreck is the author of several books on taxation and has been regarded as a successful speaker and lecturer on topics ranging from taxation and process of creative thinking. Last but not least, Irmeli Ollila, who is the senior advisor at Finpro, was substituted for Eeva Nuutinen at the NIBS Conference. (Lahti University of Applied Sciences, NIBS 2014 Conference, Programme, Meet the speakers, 2014 & Montonen, 2014)

#### Equipment and technical issues

Each room in those three venues has equipment for presentations such as computers, laptops, tablets, projector etc. Before the Conference days, technical problems had been examined beforehand. All of the connection was tested several times. The IT students and IT-personnel were also engaged in the connection testing in order that most of the technical problems could be avoided. Nevertheless, should there be any technical problems during the Conference, both IT-students and IT- personnel would be available to help to sort out the problems. (Montonen, 2014)

The following checklist points out things that needed checking thoroughly before the Conference (IT students, 2014):

TABLE 10. IT Checklist before the Conference

| Tasks  | Expected duration |
|--|-------------------|
| <b>Getting familiar with conference venues</b>   | 2 hours/place     |
| <b>Checking that venues have all the needed IT equipment</b>   | 1 hours/place     |
| <b>Collecting presentations before the Conference and making sure which software presenter is going to use</b> |                   |
| <b>Testing rooms' equipment before the Conference</b>  | 2 hours/place     |



|   |                |
|---|----------------|
| <b>During the business plan competition, making sure that video conference software is working properly</b>                               | 5 minutes/team |
| <b>Checking which video conferencing software needs to work (plugins, flash, etc.)</b>  | 0.5 hours      |
| <b>Creating a guide for participants what they need to get everything worked (what has to be installed and which equipment they need)</b> | 0.5 – 1 hour   |
| <b>Testing the video conference calls with every final team at least twice before the competition</b>                                     | 1.5 -2 hours   |

### Production Schedule

In order to keep track on the status of the planning process, meetings were usually hold at either the premise of Niemi Campus or at the office of Lahti Region Educational Consortium. The meeting's venue were usually discussed and agreed by all of the NIBS project team members. At those meetings, agendas would be gone through and reviewed, i.e. program changes, keynote speakers, catering services etc. Additionally, memos should be kept carefully in order that the team would get to know which issues have been gone through and which issues should be worked on.

There are usually four main members in the meeting and three members of the student team. Each meeting lasted one hour or two depending on what issues or topics should be gone through.

Furthermore, project members were asked to mark down their working hours in the Excel sheet in order that they could go through what was done and what was left undone. For students, the working hour sheet was necessary because they could transfer those working hours to credit points. Apart from that, students could have a general look at the learning process, for instance, what they did for the Conference as well as how they improved their interpersonal skills.

## Safety and Security

Albeit safety and security was examined thoroughly in the theoretical part, it was not gone through carefully in the empirical part. The Annual International NIBS Conference took place at the event organizer's premises, therefore, all of the safety and security matters have been already arranged beforehand.

Safety and security should not be underestimated in any circumstances when event organizers and event managers plan on organizing any events. During the Annual NIBS Conference 2014 in Lahti, Finland, the whole project team did not need to work very much on the safety and security plan because the Conference itself took place at Lahti University of Applied Sciences' own premises. As a matter of fact, it means that safety plans have been already formulated in each premise of LUAS (Montonen, 2014).

Furthermore, according to Laura Montonen, in an event of emergency and personal sickness or injuries, each participant is expected to carry a valid travel insurance. A valid travel insurance should cover personal emergency, sickness and injuries. (Montonen, 2014)

## Risk management

During the Annual NIBS Conference 2014 in Lahti, Finland, the project team paid more attention and place great importance on financial risks. Financial risks would be frequently brought up at the project team's meetings. However, in addition to financial risks, other risks were also taken into consideration. Laura Montonen pointed out one good example, "What if some keynote speakers will cancel at a late moment?" (Montonen, 2014)

## Marketing plan

Marketing plan concerns about the process of organizing and preparing for the Conference and implementing the Conference

### Organizing and Preparing for the Conference:

In order to make the Conference become known, marketing letters were prepared and sent to different member institutions and other non-member institutions. More specifically, marketing letters were sent to Federation of University of Applied Sciences partners including Laurea University of Applied Sciences, Hämeenlinna University of Applied Sciences. Additionally, in order to tighten connection amongst universities of applied sciences in Finland, marketing letters were also sent out to all of the universities of applied sciences in Finland. Apart from that, it is inevitable that all of the NIBS member institutions were also cordially invited to the Annual International NIBS Conference 2014 as well. (Meetings with the NIBS Team, 2014)

Moreover, in order to give out more information about the Annual NIBS Conference 2014 in Lahti Finland, all of the information was up-to-date on a regular basis so that participants could find out more about the Conference itself together with the city of Lahti. Two primary websites were [www.lamk.fi/nibs](http://www.lamk.fi/nibs) and [www.nibsworld.org](http://www.nibsworld.org)

### Implementing the Conference:

After all of the necessary plans were made, it is of utmost importance to put everything into practice. Before the official Conference days, all of the NIBS member went through everything thoroughly once again and made the checklist to make sure that everything was available for those Conference days. During the Conference days, it is crucial that all of the main project members should be available in order to guide participants and provide them with further information if needed. Moreover, all of the IT students were there as well to assist participants to use all of the equipment available in the room if he or she needed to give a presentation. Time-management was also taken into consideration in

accordance with the NIBS Conference Program 2014 so that all of the participants would have a chance to network and to get to know the city.

### 5.2.3 After the NIBS Conference

After the Conference, it is vital to collect feedback and evaluate the whole Conference through “Evaluation and Feedback”. Subsequently, feedback should be kept carefully for other conferences in the future.

#### How the feedback form was designed

The feedback form was created because of the request of the NIBS Project team. The author was assigned to create the feedback form. With the hope of learning more about survey and feedback design, the author agreed to create the feedback form for the Annual International NIBS Conference. With the support of Riku Nummikoski – lecturer of Lahti University of Applied Sciences as well as some comments from the NIBS Project team members, the author was able to find out appropriate layout together with questions for the feedback form. There were nine questions in total in the feedback form. The feedback form’s questions were formulated based on the theoretical part, the NIBS Conference’s program as well as the wish of the NIBS Project team.

#### Evaluation and Feedback

Feedback form was prepared by the author through the official website called [www.webpolsurveys.com](http://www.webpolsurveys.com). Feedback form should be ready beforehand. Feedback form should include some questions about the International NIBS Conference in Lahti concerning the registration process, the practical arrangements, program etc. There were nine questions in the feedback form. Three main categories: Practical Information, Additional Conference Program and Overall Experience.

Feedback form the Annual International NIBS Conference 2014 aimed at enhancing the performance of the Conference organizing. Furthermore, the feedback form provided further valuable information for the NIBS organization.

The feedback form for the Annual International NIBS Conference 2014 in Lahti, Finland will be attached to this thesis as well in chapter Appendix. Average point's scale is from 0 to 4 in which number zero (0) is rated "poor" and number four (4) is rated "excellent". Bar charts with average points are described as follows:

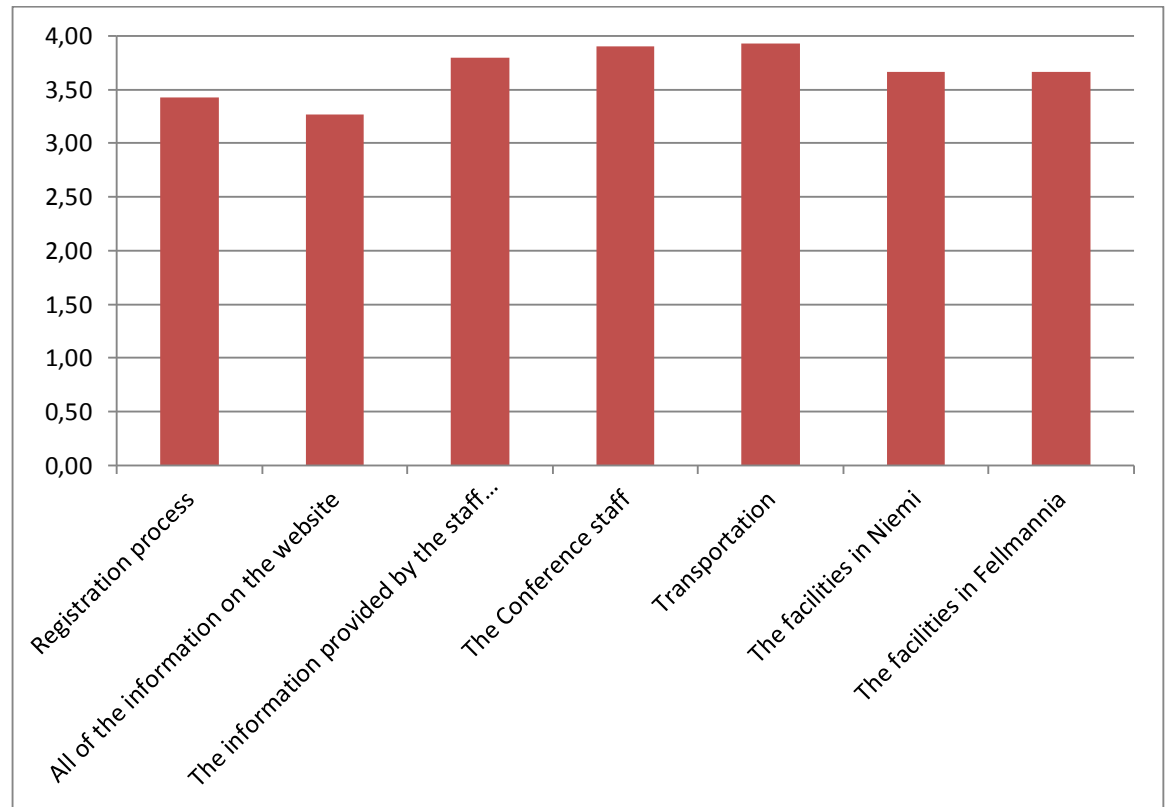


FIGURE 16. Average points for practical information

Practical Information includes registration process, all of the information on the website, the information provided by the staff during the Conference, the Conference staff, transportation, the facilities in Niemi and the facilities in Fellmannia. Of all, The Conference staff and transportation were respectively rated 3.90 and 3.93, which are excellent. The least rated part is "all of the information on the website" of which the average grade was 3.27, which means that the website needs to be paid more attention and be filled with more detailed information.

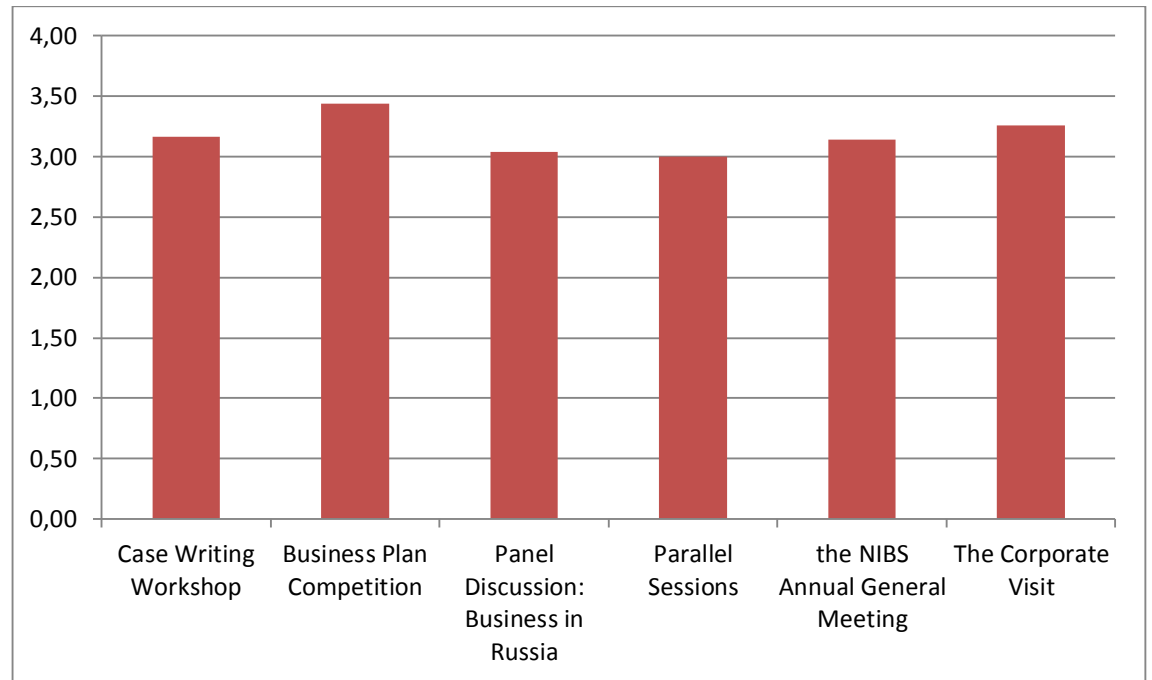


FIGURE 17. Average points for Conference Program

This figure points out average points for conference program. Conference program consists of case writing workshop, business plan competition, panel discussion: Business in Russia, parallel sessions, the NIBS annual general meeting as well as the corporate visit. According to guests and visitors, business plan competition was rated the most interesting part with the average point of 3.43. The second interesting part was the corporate visit with the average point of 3.26. However, since the parallel sessions were quite new, therefore, it was rated least interesting with the average point of 3.00

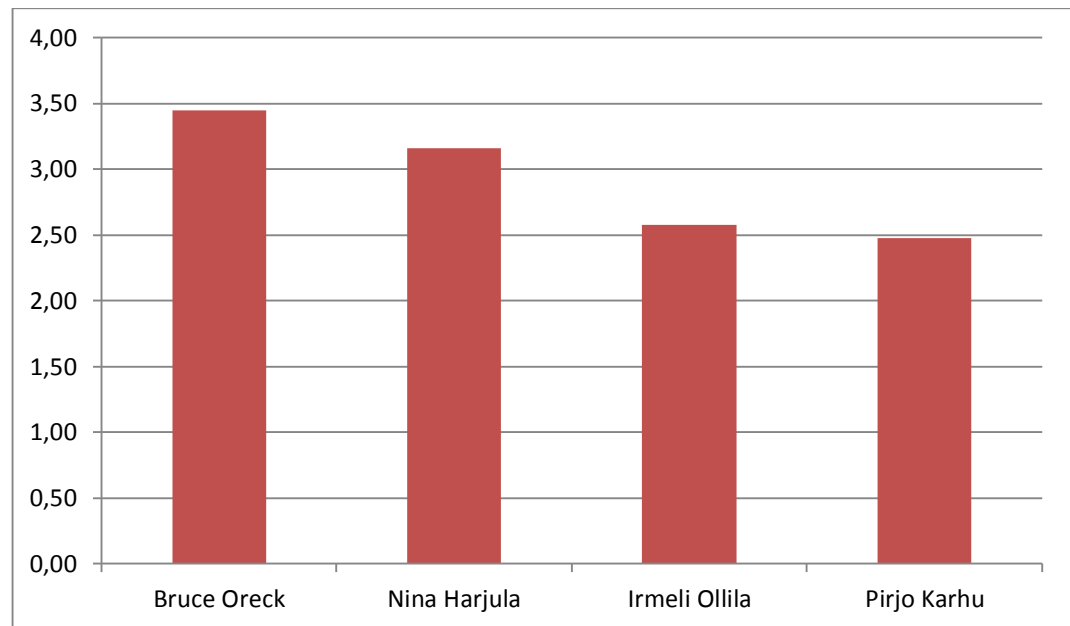


FIGURE 18. Average points for keynote speakers

This bar chart revealed the average points for keynote speakers. Four keynote speakers were invited to the Annual International NIBS Conference in Lahti, Finland. They were Bruce Oreck, Nina Harjula, Irmeli Ollila and Pirjo Karhu. Guests and visitors took their interests in Bruce Oreck's speeches and topics and rated him with the average point of 3.44. The least interesting speaker was Pirjo Karhu with the average point of 2.48.

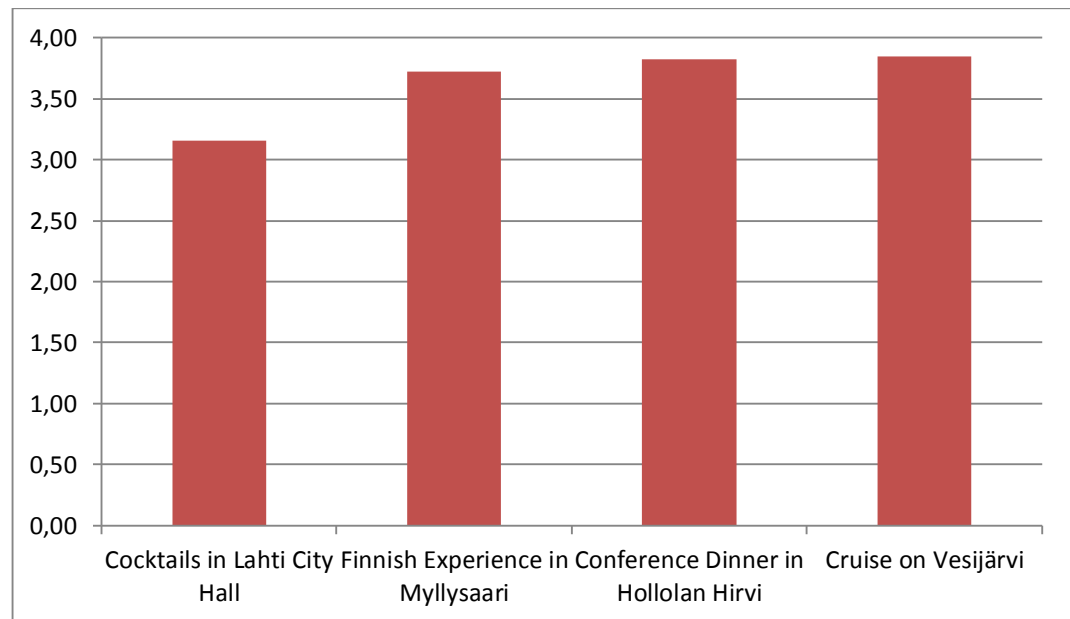


FIGURE 19. Average points of additional conference events

Additional conference events were added to the Annual International NIBS Conference 2014 in order that international guests and visitors got to know the Finnish culture. Cocktails in Lahti City Hall, Finnish experience in Myllysaari, Conference dinner in Hollolan Hirvi and Cruise on Vesijärvi. Of all, “Conference dinner in Hollolan Hirvi” was rated the most excellent with the average grade of 3.82 followed by “Cruise on Vesijärvi” with the average point of 3.85. Nevertheless, “Cocktails in Lahti City Hall” was the least interesting part with the average grade of 3.15.



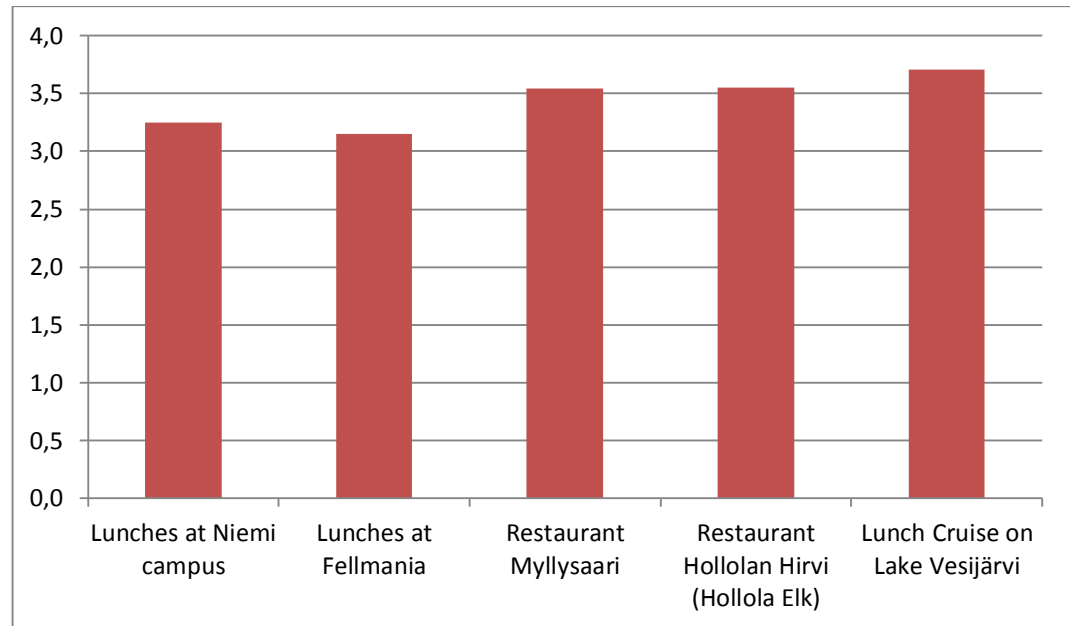


FIGURE 20. Average points for Catering Services

Regarding catering services, there were lunches at Niemi campus, lunches at Fellmannia, dinner at restaurant Myllysaari, dinner at restaurant Hollolan Hirvi and lunch on Vesijärvi cruise. Both dinner at restaurant Hollolan Hirvi and lunch on Vesijärvi cruise were rated excellent with the average point of 3.6 and 3.7 respectively. Lunches at Fellmannia was least rated with the average point of 3.1.

Overall, the Conference was well-organized, and all the average points for each section were calculated thoroughly and properly. Additionally, the result would be sent to the NIBS Board for records for further analyses.

#### Record

The feedback was collected and analyzed thoroughly. Average points for each question were calculated automatically by the website [www.webpolsurveys.com](http://www.webpolsurveys.com). Furthermore, the average points directed event managers and event coordinators to indicate which parts of the Conference should be improved and which parts of the Conference should be enhanced. Feedback result was also sent to NIBS in order to evaluate how the Annual International NIBS Conference was organized in Lahti, Finland for the first time.

## 6 CONCLUSION

The conclusion chapter will finalize what has been written in this thesis by giving brief answers to each sub-research questions. In order to find the answers to each sub-research questions, the author has collected different sources, for instance, books, e-sources, etc. In this chapter, reliability, validity and further research will also be discussed.

*What is the definition of events/conferences?*

In order to answer this question, sources from published books and electric sources were utilized to find answers to the above question. Events are generally considered a public gathering with different purposes based on goals and objectives set by event organizers and coordinators. Conferences are also one type of events. Conferences are defined as a meeting place where there are certain numbers of guests, visitors and speakers in order to discuss certain topics.

*What factors should be taken into consideration before/during/after one event/conference?*

There are plenty of factors that have quite an impact on the success of the event or conference such as risk management, financial situation, budget planning, staffing, venue and logistics. It is always advisable and indispensable to take those factors into consideration such as prior to, during and after the event. All of the factors are correlated, which means that event managers and event coordinators should not underestimate any factors under any circumstances. An overview of the process between different stages is highly indispensable. Furthermore, it is also vital to pay attention to every single factor because they may be interconnected to one another. In other words, they are interdependent. Skilled event managers and event co-ordinators should not underestimate any factors before/during/after the event or conference.

With respect to the Annual International NIBS Conference, all of the team members had monthly meetings to have a follow-up and check on the whole process. Financial management was highly emphasized in almost every meeting. Moreover, program and registration process were well-taken care of. Because the Annual International NIBS Conference took place at Lahti University of Applied

Sciences' premises, safety and security management was not fully stressed. Marketing plan was also carried out during the process of organizing the Annual International NIBS Conference. However, the design of the website should have been more attractive by adding more photos and information.

After the event, feedback played a vital role in the evaluation process for the NIBS project team. The result was kept, archived and sent to the NIBS Board Members. In this case, the author did not have a chance to participate in the feedback session, therefore, the lack of information of the evaluation process is inevitable.

*What are potential risks to an event/conference? How can we mitigate them?*

Under no circumstances should potential risks be underestimated because they have a huge impact on the success of the event. Risks should be evaluated during the entire event planning process. Depending on the nature and purpose of events, types of risks do vary from one event to another. Risk management is highly emphasized in the theoretical part, however, it is less mentioned in the empirical part because the Annual International NIBS Conference took place at Lahti University of Applied Sciences' premises. Therefore, there were not so many potential risks. As mentioned above, financial risks were of great concern (Montonen, 2014 and Sulkanen 2014). Nevertheless, in the future, provided that the Conference happens somewhere else other than the institution's premises, appropriate risk management should be thoroughly carried out.

Feedback also plays a vital role in providing information for event managers and event coordinators in order to formulate better planning process in the future. Moreover, feedback from guests and visitors can give a general picture of how events were organized, and which potential risks could bring out the negative effects on the planning process. Eventually, feedback should be well-analyzed and kept for the future use. For the Annual NIBS Conference in Lahti, Finland, the feedback form was created with nine questions concerning practical information, conference program and overall. With respect to conference program, there were some sub-sections about Conference program, keynote speakers, additional conference program and catering service. The result of the feedback was kept and sent to NIBS Board Members for archival purposes. Additionally, the feedback form also cast a light on whether the Conference was well organized or not.

*Which sources of information should be collected for the evaluation process and for record?*

The evaluation process also belongs to the event planning process. Therefore, it should be taken into consideration. Additionally, what sources of information collected for the evaluation also plays an important role in facilitating the evaluation process such as visitors' impressions, qualitative data and quantitative data. During the evaluation process, event managers and event coordinators should go through the whole process and figure out which aspects of an event are well-organized and which aspects of an event needs further information and improvement.

In the NIBS Conference organized in Lahti, Finland, some sources concerning practical information, catering services, keynote speakers, conference program as well as marketing plan were collected for the evaluation process. However, visitors' impressions should be part of the evaluation process as well. Since the author did not attend some evening events, the lack of information was inevitable. Therefore, the author suggests that the prospective organizers should pay attention to visitors' impressions as well in the next Conference.

## 6.1 Validity and Reliability

First of all, regarding validity, this thesis has aimed at finding out proper answers to research questions. Theoretical and empirical parts were included in this thesis. Regarding the theoretical part, all of the sources for this part were collected from both from published and from electric resources. The published references are trustworthy sources because they were published or edited in the 2000's. Additionally, electric sources came from Internet and trusted websites. Furthermore, about the empirical part, since the author got involved in the project, he attended some meetings organized by the project team, once or twice a month from November 2013 to May 2014. During those meetings, notes were kept for future use. Additionally, in order to collect some further information, the author himself interviewed two members of the project team: Laura Montonen - the administrative coordinator and general secretary of the Conference and Linnea Sulkanen - NIBS Board Member and Senior Lecturer at Lahti University of Applied Sciences. During the interviews, the author also took note while interviewing Laura Montonen on February 19, 2014. On April 22, 2014, the

author had a chance to interview Linnea Sulkanen, and the interview was also recorded. During the thesis process, since the supervisor – Marja Viljanen- also got herself involved in the planning process of the Business Plan Competition, Viljanen and the author also set up some meeting dates, at least once a month in order that both of the parties went through the whole process as well as checking the information thoroughly. As a result, this thesis is regarded as valid.

Second of all, in regard to reliability, the author interviewed two project team members who have had experience in event organization. Therefore, those ideas may vary a lot because the interviewees have had experiences at organizing events. Additionally, the author did not have a chance to attend all of the meetings organized by the project team. As a result of it, he would miss some sources of information. What's more, this thesis acts as an event manual for Network of International Business Schools, which means that the planning process varies from one institution to another. Consequently, this thesis is relatively reliable.

## 6.2 Further research

Since this thesis acts as an event manual, it is also important to work on the program within the event. With regard to the Annual International NIBS Conference in Lahti, Finland from May 21-23, 2014, it would be best if the project team could try not to formulate a tight program where guests and visitors had to be in a hurry all the time.

Additionally, with respect to marketing aspects, the website needs to be taken into consideration as well. The author noticed that there were some spelling mistakes in the website of [www.lamk.fi/nibs](http://www.lamk.fi/nibs). It would have been better if there had been some photos in the website. It does not draw attention to readers if the website is full of text. Therefore, further research should focus on improving the quality of the website as well as a less tight program

Moreover, it is indispensable to thoroughly plan what if one of the keynote speakers cancel in the very last minute, or in the worst case one of the activities in the program needs to be removed during the Conference day. Viable solutions should be taken into consideration in case of emergency and last-minute cancelation. Risk management was not carefully-planned in the Conference's planning process. Therefore, risk management should be studied more thoroughly.

Last but not least, a study on visitors' impressions should also be examined. It is due to the fact that the author did not attend some evening programs, so he could not do research on visitors' impressions. Visitors' impressions are interesting aspects because it reveals the better possibility of evaluating the Conference itself.

## 7 SUMMARY

This thesis has aimed at giving a general picture of how the Annual International NIBS Conference 2014 in Lahti, Finland was organized for the very first time. In order to support the understanding of the practical event planning process, theories were also included in this thesis. Theories were meant to link with the empirical part. The author got involved in the project “The Annual International NIBS Conference 2014 in Lahti, Finland”.

This thesis can be divided into three main important parts: Introduction, Theories and Case-study. In the “Introduction Chapter”, the author initiated with the background to the thesis. In addition to that, objectives and research questions were also described and explained in order that readers could easily follow what this thesis was about and what this thesis aimed at. Additionally, scope and limitations were also discussed to indicate what would not be included in the thesis itself. Limitations guided readers to focus on some certain aspects because the author wanted to pay attention to the most essential parts. The theoretical framework revealed what sources would be used for the theories. Apart from that, research method and data collection were also included in the Introduction chapter. The thesis structure can be found in this chapter as well.

Chapter two, three and four centered on theories related to events and conferences. Chapter two revolved around theories related to events such as definition of event, typologies of events, characteristics of events and the event manual. On the other hand, chapter four concentrated on conferences, where definition of conferences, conferences’ purposes and types of conferences were discussed. Additionally, in chapter four, the entire event planning process was discussed. The timeline played an important role in the success of the whole process. In order to make it easy for readers to follow, “prior to event planning”, “during event planning” and “after the event” were three sub-chapters in chapter four.

The empirical part can be found in chapter five in which the case study of the Annual International NIBS Conference was examined. NIBS is the short form of the Network of International Business Schools. It is a useful educational playground for all of the international business schools all over the world. Once an institution has joined NIBS, it receives certain benefits. On May 21, 2014, the

Annual International NIBS Conference took place in Lahti, Finland for the first time. Lahti University of Applied Sciences had the honor to organize the event. The author was selected for the project, and he collected information through meetings, emails, observations and interviews. The feedback form for the Annual International NIBS Conference was also prepared by the author via [www.webpolsurveys.com](http://www.webpolsurveys.com). The report on the survey was automatically done by [www.webpolsurveys.com](http://www.webpolsurveys.com). In order to get the information on whether the Annual International NIBS Conference was successfully organized or not, average scores were also calculated and sent to Linnea Sulkanen. Generally, the Annual International NIBS Conference in Lahti, Finland was a success because most of the guests and visitors were quite satisfied with all the arrangements and the program itself. Nevertheless, it is significant that the Conference's organizers should pay more attention to time-management (not so tight program) and the marketing aspects of the Conference (website design, photos and text). Apart from that, it is vital that NIBS organizers should take notice of more appropriate risk management in the future, even though risk management was not officially carried out during the Annual International NIBS Conference in Lahti, Finland. However, risk management should be carefully planned and carried out when the Conference happens somewhere else other than the university's premises in the future. Subsequently, the report of average points was sent to NIBS Board for further evaluation. The report was also attached to this thesis.



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## APPENDICES

### APPENDIX 1. Feedback from for the annual international NIBS Conference 2014 in Lahti, Finland



**LAHDEN AMMATTIKORKEAKOULU**  
*Lahti University of Applied Sciences*

#### Feedback for the international NIBS Conference 2014

Lahti University of Applied Science, Faculty of Business Studies together with Network of International Business Schools arranged the NIBS Conference 2014.

#### I. Practical Information

##### 1. How would you rate

|                                       | Excellent             | Good                  | Average               | Poor                  | I did not attend      |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Registration process                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| All of the information on the website | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

The information provided by  
the staff during the  
Conference

☐ ☐ ☐ ☐ ☐

The Conference staff

☐ ☐ ☐ ☐ ☐

Transportation

☐ ☐ ☐ ☐ ☐

The facilities in Niemi

☐ ☐ ☐ ☐ ☐

The facilities in Fellmannia

☐ ☐ ☐ ☐ ☐

## II. Conference Programme

### a) Programme

#### 2. How would you rate

Excellent Good Average Poor I did not  
attend

Case Writing Workshop

☐ ☐ ☐ ☐ ☐

Business Plan  
Competition

☐ ☐ ☐ ☐ ☐

Panel Discussion:

Business in Russia

☐ ☐ ☐ ☐ ☐

Parallel Sessions

☐ ☐ ☐ ☐ ☐

the NIBS Annual General  
Meeting

☐ ☐ ☐ ☐ ☐

The Corporate Visit

☐ ☐ ☐ ☐ ☐

b) Keynote Speakers

**3. How would you rate these following keynote speakers**

Excellent Good Average Poor I did not attend

Bruce Oreck ☐ ☐ ☐ ☐ ☐

Nina Harjula ☐ ☐ ☐ ☐ ☐

Irmeli Ollila ☐ ☐ ☐ ☐ ☐

Pirjo Karhu ☐ ☐ ☐ ☐ ☐

c) Additional Conference Events

**4. How would you rate overall experience**

|  | Excellent             | Good                  | Average               | Poor                  | I did not<br>attend   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Cocktails in Lahti City<br>Hall        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Finnish Experience in<br>Myllysaari    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Conference Dinner in<br>Hollolan Hirvi | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cruise on Vesijärvi                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**d) Catering Services**

**5. How would you rate the food**

|                         | Excellent             | Good                  | Average               | Poor                  | I did not<br>attend   |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Lunches at Niemi campus | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Lunches at Fellmania    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Restaurant Myllysaari      ☐      ☐      ☐      ☐      ☐

Restaurant Hollolan Hirvi  
(Hollola Elk)      ☐      ☐      ☐      ☐      ☐

Lunch Cruise on Lake  
Vesijärvi      ☐      ☐      ☐      ☐      ☐

### **III. Overall**

**6.** Did the Conference fulfil your reason for attending?

☐ Yes

☐ No

Comments

☐

---

**7.** How did you find out about the Conference?

☐ From your school

☐ Conference's website



☐ Advertisements

☐ Brochures

☐ NIBS Members

Others. Please specify:

☐

---

**8. Do you think the registration fee was reasonable?**

☐ Yes

☐ No

If not. Please specify the reason why and you could also suggest

☐ the reasonable price for attending the Conference

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**9. Would you please tell us what should have done differently and better to improve the Conference? We value your comments for improving our performances next time**

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|-------------------------|
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## **APPENDIX 2. Interview Form**

### **INTERVIEW FORM**

**Date:**

**Interviewer: Do Vi Phat**

**Interviewee:**

**Location:**

**Questions:**

1. Why has NIBS chosen Lahti to organize the International NIBS Conference
2. General process for selecting the project team for the International NIBS Conference.
3. Objectives? Purposes of the International NIBS Conference?
4. Who is going to be in charge of financial plan, operational plan (equipment, resources, logistics) and marketing plan?

### **APPENDIX 3. Questions for the interview with Linnea Sulkanen**

#### **INTERVIEW FOR THESIS**

1. What can LAMK learn from organizing and managing in International NIBS Conference (learning process)?
2. Before LAM has decided to hold the International NIBS Conference, did you make the event proposal to show it to the main Director of LAMK (Outi)?
3. Where does the financial support come from? What happens if there are some extra costs? What happens if this Conference does not bring about the profitability at all?
4. What kind of equipment is needed in the Conference? Do you take into consideration alternative suppliers? What happens if there are technical problems on the day the Conference takes place?
5. Do you have any sponsors?
6. What are LAMK's available resources for this Conference?
7. Logistics? Transport? Which bus company will take students from hotel to the venue?
8. Regarding catering services, how many free meals are offered?
9. Regarding drink services, how many free coffee/drinks are offered?
10. What are safety and security management for the Conference? Emergency management?
11. How is the risk management conducted in the International NIBS Conference?

### **APPENDIX 4. Feedback Report**

#### **I. Practical Information**

|   | Excellent  | Good      | Average  | Poor     | I did not attend | Total      | Average (2) |
|---|------------|-----------|----------|----------|------------------|------------|-------------|
| Registration process  | 15         | 10        | 3        | 0        | 2                | 30         | 3.43        |
| All of the information on the website                       | 14         | 12        | 3        | 1        | 0                | 30         | 3.27        |
| The information provided by the staff during the Conference | 25         | 4         | 1        | 0        | 0                | 30         | 3.80        |
| <b>The Conference staff</b>                                 | <b>27</b>  | <b>3</b>  | <b>0</b> | <b>0</b> | <b>0</b>         | <b>30</b>  | <b>3.90</b> |
| <b>Transportation</b>                                       | <b>26</b>  | <b>2</b>  | <b>0</b> | <b>0</b> | <b>1</b>         | <b>29</b>  | <b>3.93</b> |
| The facilities in Niemi                                     | 16         | 8         | 0        | 0        | 4                | 28         | 3.67        |
| The facilities in Fellmannia                                | 19         | 7         | 1        | 0        | 1                | 28         | 3.67        |
| <b>Total</b>  | <b>142</b> | <b>46</b> | <b>8</b> | <b>1</b> | <b>8</b>         | <b>205</b> | <b>3.67</b> |

## II. Conference Programme

### a) Programme

|                                      | Excellent | Good      | Average  | Poor     | I did not attend | Total     | Average (2) |
|--------------------------------------|-----------|-----------|----------|----------|------------------|-----------|-------------|
| Case Writing Workshop                | 7         | 14        | 3        | 0        | 5                | 29        | 3.17        |
| <b>Business Plan Competition</b>     | <b>11</b> | <b>11</b> | <b>1</b> | <b>0</b> | <b>6</b>         | <b>29</b> | <b>3.43</b> |
| Panel Discussion: Business in Russia | 8         | 11        | 5        | 1        | 3                | 28        | 3.04        |

|                                 |           |           |           |          |           |            |             |
|---------------------------------|-----------|-----------|-----------|----------|-----------|------------|-------------|
| Parallel Sessions               | 6         | 12        | 4         | 1        | 5         | 28         | 3.00        |
| the NIBS Annual General Meeting | 6         | 12        | 3         | 0        | 6         | 27         | 3.14        |
| <b>The Corporate Visit</b>      | <b>8</b>  | <b>13</b> | <b>2</b>  | <b>0</b> | <b>3</b>  | <b>26</b>  | <b>3.26</b> |
| <b>Total</b>                    | <b>46</b> | <b>73</b> | <b>18</b> | <b>2</b> | <b>28</b> | <b>167</b> | <b>3.17</b> |

b) Keynote Speakers

|                    | Excellent | Good      | Average   | Poor     | I did not attend | Total      | Average (2) |
|--------------------|-----------|-----------|-----------|----------|------------------|------------|-------------|
| <b>Bruce Oreck</b> | <b>15</b> | <b>9</b>  | <b>3</b>  | <b>0</b> | <b>3</b>         | <b>30</b>  | <b>3.44</b> |
| Nina Harjula       | 9         | 12        | 3         | 1        | 3                | 28         | 3.16        |
| Irmeli Ollila      | 5         | 6         | 14        | 1        | 4                | 30         | 2.58        |
| <b>Pirjo Karhu</b> | <b>4</b>  | <b>8</b>  | <b>9</b>  | <b>4</b> | <b>2</b>         | <b>27</b>  | <b>2.48</b> |
| <b>Total</b>       | <b>33</b> | <b>35</b> | <b>29</b> | <b>6</b> | <b>12</b>        | <b>115</b> | <b>2.92</b> |

|                                     | Excellent | Good      | Average  | Poor     | I did not attend | Total     | Average (2) |
|-------------------------------------|-----------|-----------|----------|----------|------------------|-----------|-------------|
| <b>Cocktails in Lahti City Hall</b> | <b>7</b>  | <b>16</b> | <b>3</b> | <b>0</b> | <b>3</b>         | <b>29</b> | <b>3.15</b> |
| Finnish Experience in Myllysaari    | 19        | 5         | 1        | 0        | 4                | 29        | 3.72        |

|  |           |           |          |          |           |            |             |
|--|-----------|-----------|----------|----------|-----------|------------|-------------|
| <b>Conference Dinner in Hollolan Hirvi</b> | <b>24</b> | <b>3</b>  | <b>1</b> | <b>0</b> | <b>1</b>  | <b>29</b>  | <b>3.82</b> |
| <b>Cruise on Vesijärvi</b>                 | <b>24</b> | <b>2</b>  | <b>0</b> | <b>0</b> | <b>3</b>  | <b>29</b>  | <b>3.85</b> |
| <b>Total</b>                               | <b>74</b> | <b>26</b> | <b>5</b> | <b>0</b> | <b>11</b> | <b>116</b> | <b>3.64</b> |

|  | <b>Excellent</b> | <b>Good</b> | <b>Average</b> | <b>Poor</b> | <b>I did not attend</b> | <b>Total</b> | <b>Average (2)</b> |
|--|------------------|-------------|----------------|-------------|-------------------------|--------------|--------------------|
| Lunches at Niemi campus                        | 8                | 14          | 2              | 0           | 4                       | 28           | 3.3                |
| Lunches at Fellmania                           | 9                | 13          | 5              | 0           | 1                       | 28           | 3.1                |
| Restaurant Myllysaari                          | 14               | 9           | 1              | 0           | 3                       | 27           | 3.5                |
| <b>Restaurant Hollolan Hirvi (Hollola Elk)</b> | <b>17</b>        | <b>8</b>    | <b>2</b>       | <b>0</b>    | <b>2</b>                | <b>29</b>    | <b>3.6</b>         |
| <b>Lunch Cruise on Lake Vesijärvi</b>          | <b>18</b>        | <b>5</b>    | <b>1</b>       | <b>0</b>    | <b>3</b>                | <b>27</b>    | <b>3.7</b>         |
| <b>Total</b>                                   | <b>66</b>        | <b>49</b>   | <b>11</b>      | <b>0</b>    | <b>13</b>               | <b>139</b>   | <b>3.4</b>         |

c) Additional Conferene Programs

d) Catering Services

**APPENDIX 5.** Updated Conference Program

Please refer to the following link:

<http://www.lamk.fi/nibs/programme/Documents/Programme.pdf>

