Logistics Guideline for Youth to Business Forum event of AIESEC in the Nordic countries

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This is a project-oriented thesis, of which product is a logistics guideline for Youth to Business Forum event of AIESEC in the Nordic countries. The product of this thesis will help the organization in planning and organizing Youth to Business Forum event and streamline their preparation process. Youth to Business Forum is an event initiated by AIESEC, a youth run organization that focus on developing leadership. The event aims to bring together youth and businesses in a unique dialogue through interactions that generate actionable ideas for youth and society.

The project started in August 2014 and ended in February 2015. The thesis consists of three parts: theoretical framework, research, and the logistics guideline. The theoretical framework is based on event management and supply chain management. The aspect of event logistics is the main focus in the framework with the support the purchasing and service process theories. In the research, qualitative research is conducted with AIESEC in Finland, Sweden, and Denmark to gain understanding of organizing process in different Nordic countries.

Afterward, the logistics guideline is written from theoretical framework, research’s outcomes, and experience of the author. As a result, the final product is beyond satisfaction to AIESEC organization.

Keywords
Logistics, event management, supply chain management, event logistics
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1 Introduction

Event logistics management is not a new learning, however in such youth non-governmental organization like AIESEC, it is still a significant challenge. This thesis is a project-based thesis. Its goal is creating a logistics guideline to support AIESEC in organizing and managing logistics aspect of their Youth to Business Forum event in the Nordic countries. This chapter introduces about AIESEC, the background of this project, how the author executed the project, as well as the scope of the research and the key concept used in the thesis.

1.1 About AIESEC

AIESEC is the global youth run organization which is also non-political, independent and non-profit. The organization was established in 1948 and envisioned in “peace and fulfillment of humankind potential”. By 2014, AIESEC had been facilitating youth leadership activities as well as international internships & volunteer experiences for over 65 years, developing a global learning environment across in all over the world. (AIESEC 2014.)

AIESEC has local offices in 126 countries and territories with 70 000 members (AIESEC 2014). AIESEC’s headquarter is in Rotterdam, Netherlands. The head office is run by a team of 20 international young people who are selected annually. The team working in the head-quarter is called AIESEC International, they are responsible for strategic development and worldwide coordination of the organization. In each member entity there is a Member Committee in charge of national/regional activities coordination and strategic growth. The smallest entity of AIESEC organization is Local Committee. The Local Committee is usually based in a university or a city. The Local Committee is the place where all the primary activities take place in AIESEC. In Figure 1. Organizational structure of AIESEC is the model of AIESEC’s structure from AIESEC International to Local Committee.
AIESEC-Suomi ry is a Member Committee and also one of the founding members of AIESEC. It has 8 Local Committees in 6 different cities of Finland. AIESEC-Suomi ry employed 7 employees working full-time in its national office in Helsinki. As AIESEC’s term is one year, the people who work in AIESEC-Suomi ry are changed every year in June.

AIESEC-Suomi ry is also the commission party of this thesis.

In the term 2013 – 2014 of AIESEC-Suomi ry, the author was a national coordinator for social development projects. In addition, the author was also a logistics manager of Finland Youth to Business 2014. Those experiences provided an understanding of the organization and its operation, contributing greatly to the writing of this thesis.

1.2 Need for the project

Youth to Business Forum is an event initiated and organized by AIESEC. Although the event takes place in different countries worldwide, it still maintains the same concept: bring top leaders in youth and in business together to discuss about relevant ongoing global issues in order to generate creative and feasible ideas (Youth to Business 2014). As AIESEC has many local office in different countries, each local AIESEC office adapts and organizes Youth to Business Forum in their own ways. However, all materials regarding branding of the event must follow the guidelines defined by AIESEC International.
Finland Youth to Business Forum was firstly organized in Haaga-Helia University of Applied Sciences, Helsinki in spring 2013. The event received positive feedbacks from delegates as well as businesses. The following events took place in Aalto University, autumn 2013 and again in Haaga-Helia University of Applied Sciences in spring 2014. The event attracted 100-200 young people and 10 businesses in every occurrence. As in the development plan, Finland Youth to Business Forum will be organized twice a year and attract up to 300 delegates.

In the Nordic countries, namely Denmark, Finland and Sweden, Youth to Business Forum is still new and in development. Additionally, due to the nature of the organization, organizing committee of the event is changing every year. Thus it leads to an issue of non-transferable knowledge and experience. Therefore the AIESEC offices in the Nordic countries need a guideline that help the process of planning and organizing Youth to Business event become easier and more efficient. The Figure 2. Need for the project below summarises the need for this project to be implemented.

Figure 2. Need for the project

The author was in the organizing committees of both autumn 2013 and spring 2014 of Finland Youth to Business event. That experience gave the insight perspective as well as helped the author see the needs of the organization. Thus a great part of the research in this thesis also benefits from his observation and experience.
1.3 Project objective and project tasks

Based on the agreement of AIESEC representative in Finland and the approval Haaga-Helia University of Applied Sciences, the thesis topic was formulated: “Logistics Guide-line for Youth to Business Forum event of AIESEC in the Nordic countries”. The logistics guideline supports the organizing team of the event in planning all the necessary steps, preparing all the necessity, and running the event smoothly.

As creating a guideline for such event included significant steps and efforts, the project was divided into four project tasks as follow:

1. Developing theory framework based on event management and supply chain management
2. Conducting qualitative research on the event in the Nordic countries
3. Writing logistics guideline
4. Evaluating the final product

Project task 1 and 2 can be conducted simultaneously. Those are important tasks to build the foundation of the thesis, as the final product must be relevant to the reality but also solid and reasonable. The theory framework in PT1 focuses on logistics aspect of event management and the basic process of event management. The first and second tasks help explaining the reason behind the structure and decision in the guideline.

The research in the second task finds out about the nature of the events in different Nordic countries. This includes the variety of organizing method and process of AIESEC office in each country. Besides, the research also considers the characteristics of culture, market, and environment.

The author created the guideline based on the theory in task 1 and data in task 2. The guideline should be general to fit all the Nordic countries, but specific for particular country if necessary. Thenceforth, the national AIESEC offices evaluated the guideline and provide feedback based on their reality.
Table 1. Overlay matrix

<table>
<thead>
<tr>
<th>Project Objective</th>
<th>Project Task</th>
<th>Output</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics Guideline for Youth to Business Forum event of AIESEC in the Nordic countries</td>
<td>PT1. Developing theory framework based on event management and supply chain management</td>
<td>Event management, logistics aspect of event management</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>PT2. Conducting qualitative research on the event in the Nordic countries</td>
<td>Organizing process in different AIESEC offices</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>PT3. Writing logistics guideline</td>
<td>Logistics Guideline for Youth to Business Forum event of AIESEC in the Nordic countries</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>PT4. Evaluating the final product</td>
<td>Assessment of organization and self-assessment</td>
<td>5</td>
</tr>
</tbody>
</table>

1.4 Scope of project

Due to the limitation of bachelor thesis, the research cannot cover all the aspects of the event and all the process in event management. As presented in Figure 3. Scope of the project, among the knowledge areas of event management, the project will target at Planning, Leading, and Logistics area of Youth to Business Forum event that include human resource management and sponsorship as requested by AIESEC organization in Finland. In addition, on the ground that the thesis focuses on the subject of Supply Chain Management, the research will concentrate more on this aspect.
1.5 International aspect

First of all, Youth to Business is an international trademark owned by AIESEC International and the event has taken place in many countries around the world. Secondly, the research of this thesis gather information and apply to the AIESEC organization in different Nordic countries, namely Finland, Denmark and Sweden. The result product will be implemented by the teams in each country, which consist of students from various nationalities as AIESEC is an international organization. Moreover, in the further future, the logistics guideline from this thesis will also become a reference for AIESEC in Iceland in organizing their Youth to Business event. Thus the topic satisfies the international aspect requirement of Haaga-Helia University of Applied Sciences.
1.6 Benefits of stakeholders

As mentioned above, the AIESEC organization will gain significant benefits in this research. It helps them in organizing the event and reduce the repetitive issues. Thus, the organization can focus more on developing and improving other aspect of the event. As the organizing process gets improved, the attendances of Youth to Business Forum event will benefit from the improved quality of the event’s organization and content.

In the case of the author, the research provides valuable experience in logistics and event management. Also it fits the passion of the author in volunteering work and non-governmental organization.

1.7 Key concepts

*Event management* is the main concept in this thesis. This concept covers the whole project objective as well as project tasks. As there are many knowledge areas in *event management*, this thesis focuses on managing *event logistics*. Furthermore, the concepts of *purchasing* and *service process* are adopted in managing logistics aspect of the event. In additionally, the thesis also implements *sponsorship* and *human resource management* strategies in *event management* to provide better guideline in those aspects.

*Event management*

As special event can be considered as project, the project management of events concentrates on the management process to create the event, not just what happens at the event. Event management is made up of a number of management areas, including planning, leading, marketing, design, control and budgeting, risk management, logistics, staging and evaluation. Each of the areas continuously affect each other over the event life cycle. (Bowdin & al. 2006, 266.)

*Event logistics*

Event logistics includes the efficient supply of the customer to the product, and the supply of facilities to and from the event site. It has more in common with military logistics than modern business logistics. Business logistics is an on-going activity and is part of the continual management of a company. Military and event logistics often concern a specific project or campaign rather than the continuing management. (Bowdin & al. 2006, 253.)

*Sponsorship*
In simple terms, sponsorship is the purchase (either with cash or in-kind support) of exploitable rights and marketing benefits (tangible and intangible) that arise from direct involvement with a personality/player, special event, programme, club or agency. (Bowdin & al. 2006, 228.)

_Human resource management_

Human resource management is the process of organizing and effectively employing people in pursuit of organizational goals. It refers to the policies and practices one needs to carry out the people or human resources aspects of a management position, including recruiting, screening, training, rewarding and appraising. (Raj, Walters, & Rashid 2009, 64.)

_Purchasing_

The activities associated with identifying needs, locating and selecting suppliers, negotiating terms, and following up to ensure supplier performance (Bozarth & Handfield 2013, 341).

_Service process_

The service process may be defined as the sort of activities that are related to each other as they are conducted to transform inputs into the outputs. The activity may use every resource that the entity has at its disposal. They might include the human capital as well as the materials. (Researchomatic 2014.)
2 Logistics of event management

In this chapter, the author presented the theories in event management and supply chain management that supports the research of this thesis. The structure of the framework is presented in Figure 4. Structure of theoretical framework below.

![Theoretical Framework Diagram]

Figure 4. Structure of theoretical framework

The author built this framework around event management and focused deeper on event logistics. Going deeper into event logistics, the author also introduced the concept of purchasing and service process that play a significant role in supporting event logistics. Besides, the framework also involves sponsorship and human resource management strategies as presented in the scope of research.

In addition to the main theoretical framework on event management, this chapter also presented the theory on writing guideline. This part played the supporting role in bringing the project outcome closest to target readers of the guideline.

2.1 Event management

As event can be considered as special type of project, event management has all the characteristics of project management:

A project is a complex non-routine one-time effort limited by time, budget, resources and performance specifications designed to meet customer needs.

(Gray & Larson 2000, 4)
In order to make it clear, Bowdin & al (2006) explained that event management includes all the management process in all the phases of creating the event, not just solely focusing on what happens at the event. Thus, people can define event management as a system consisting of the jobs before the event, during the event, and closure of the event.

There are other ways of defining event management, such as technical definition as below:

Event management is the capability and control of the process of purpose, people and place.
(Raj, Walters, & Rashid 2009, 5)

This definition also regards event management as managing a process, however, it divides the process into different components. Due to the fact that different authors have different approach to event management, this research will base primarily on the approach of Bowdin & al. (2006).

2.1.1 Phases of event management

During the whole process of event management, the project will go through several project phases or stages.

A project phase is a series of related tasks, performed over a period of time and under a particular configuration of management to produce a major deliverable.
(Bowdin & al. 2006, 267)

The phase approach in event management helps clarify the purpose and timeline of the tasks in event management. In addition, they helps categorizing and prioritizing the tasks in project timeline. The phases are for descriptive purpose, and thus there are cases that some phases in the project overlap partly each other.

According to Bowdin & al (2006), also supported by Silvers (2008), there are five phases in event management, as derived from project management terminology:

- **Initiation** – At the beginning, a research regarding the event is conducted as well as developing the concept and setting the objectives of the event. The research will address the feasibility and requirement of the event. In addition, other proposal regarding the event such as suggestion date, location, sponsors, draft budget, event logistics may also be included in the research report (Bowdin & al. 2006, 269).
• **Planning** – In planning phase, the management team build strategies in order to achieve defined objectives from the previous phase. In more details, this is where they specify the requirements of the event, lay out the activities and workload in the whole process, estimate required resources, and all the related tasks. (Silvers 2008, 13.)

• **Implementation** – The implementation phase can be considered as a combination of application all the plans, monitoring, controlling and reporting the progress to make appropriate decision, and making changes in the plain according to different situations. It is important that the organizing team ensure that all the plans and activities compatible with the defined objectives. (Bowdin & al. 2006, 269.)

• **The event** – This phase is separated from the implementation phase due to the nature of event management. The characteristics of this phase are significant increase in number of staff members and on-the-spot decision making. Thus it required different management techniques than the previous phases.

• **Shutdown** – Shutting down the event is the responsibility of event manager. The event production is closed down, dismounted and return to pre-event state (Silvers 2008, 14). This phase also involve collecting feedback and review during the whole event, analysing and reporting the result as well as conducting experience for the next event.

### 2.1.2 Event logistics

In this thesis, event logistics plays the most important role in creating the foundation for the logistics guideline. The illustration in Figure 5. Elements of the logistics system (Bowdin & al. 2006, 269) presents the system of various elements in event logistics. It is worth noticing that while the traditional concept of logistics is to supply products to the customers, event logistics also concerns supplying customers to the product as well as supplying facilities to and from the event site (Bowdin & al. 2006, 269).
Sharing the similar view regarding event logistics, Raj, Walters, & Rashid (2009) considered event logistics as a part of event planning progress throughout different stages or phases. As a result, the event manager should prepare for the requirements concerning the movement of products, customers, facilities, which may include storing and returning the mentioned items.

In consideration of management, Raj, Walters, & Rashid (2009) defined the responsibilities of logistics manager as developing and maintaining a logistics system as well as monitoring the progress and revising the system when issues occur. Furthermore, the manager must also take relevant information from other department into consideration when establishing the logistics system. Meanwhile, Bowdin & al. (2006) suggested that logistics manager also plays the role of procurer, negotiator, equipment and maintenance manager, human resource manager, map-maker, project manager and party organizer.

Despite of the size of the event, a written logistics plan is required in the management plan, as it is essential in monitoring the general control of an event as well as ensure the flow of logistics without active control (Bowdin & al. 2006, 375). In creating a logistic plan, the manager should also consider the interconnected relationship between different departments of event management (Raj, Walters, & Rashid 2009, 276). A crucial part of logistics plan is identifying the significant milestones of the event, or in another words, what are the tasks must be accomplished and when they have to be completed. Many project
management schools suggest Gantt chart as a tool to follow the actual performance and progress of the implementation comparing with the plan. Moreover, Bowdin & al. (2006) also suggested that the plan should contain:

- General contact list
- Site map
- Schedules, including time lines and bar charts
- The emergency plan
- Subcontractor details, including all time constraints
- On-site contacts, including security and volunteers
- Evaluation sheets

2.1.3 Sponsorship

Sponsorship has been a developed concept for years and it largely relates to marketing strategy (Raj, Walters, & Rashid 2009, 190). It is even considered as one of the most powerful medium in communication and building relationship with stakeholders. There are many forms of sponsorship such as cash, in-kind, media, but they all serve the marketing purpose, whether it is to increase market share or competitiveness, maintain public image, or restore reputation. It is essential to understand that sponsorship is like a strategic marketing investment, a purchase of right to use the marketing benefits of an event, by no means a donation or grant. Thus, the management team must view sponsorships as business partners of the event. (Bowdin & al. 2006, 228.)

In creating sponsorship strategy, Bowdin & al. (2006) pointed out that event managers must have complete knowledge about the potential benefits brought to the event by the sponsors as well as the expected returns from the event to the sponsors. The benefits relationship in event sponsorship can be visualized in Figure 6. Mutual benefits sought by events and sponsors (Bowdin & al. 2006, 232)
Another important component of sponsorship is sponsorship policy even though it is sometimes ignored in event management. Sponsorship policy defines the sponsorship objectives and developments as well as determine the approaches to sponsorship. It also helps identifying the potential sponsors and setting restriction based on the profile of organizations/companies. The last but not least, sponsorship policy outlines the liabilities of the organizational committee and the sponsorship partners, which clear any conflict of responsibilities during the implementation. (Skildum-Reid & Grey 2014, 14.)

2.1.4 Human resource management

In event management as well as organizational management, people is the key asset that should be in the centre of management strategy (Raj, Walters, & Rashid 2009, 63). Thus human resource management (HRM) in event management is no different to traditional human resource management and it must embed the people factor in its strategy toward the common event’s goal and objectives. The human resource planning process of an event in Figure 7. The human resource planning process for events (Bowdin & al. 2006, 146) reflects different phases of an event.
In the stage of building human resource strategy and objectives, there are many strategic activities including constructing strategies, establishing staffing needs, job analysis, creating job description and requirements. The human resource strategy established in this stage must support the objectives of the event, thus it also supports the HRM objectives in cost, quality, effectiveness, and performance. (Bowdin & al. 2006, 146-147.) After the staffing needs are raised and established, job analysis plays an important part in defining jobs based on tasks, responsibilities, and required competences, resulted in job descriptions. (Raj, Walters, & Rashid 2009, 65-66.)

After strategies, human resources policies and procedures are the important tools to create a framework of other human resources tasks including recruitment, selection, induction, training and development, supervision, termination and evaluation (Raj, Walters, & Rashid 2009, 66). In the opinion of Stone (2002), the policies play the role of providing a fair working environment for the staff, standardizing all the decisions regarding hiring or termination and how the tasks are done, and providing a base to resolve problems. Furthermore, the policies and procedures should be communicated thoroughly with the all the staffs and leave room for updated/modified in case of necessity.

As Youth to Business Forum recruits volunteers for the whole event’s staffs, motivation is the most important factor to maintain the relationship with the staff as well as boost their performance. As stated by Van Der Wagon (2007), the motivation of volunteers has a connection with social interests and reflects in the volunteering experience. Thus there is
a need among volunteers that eventually the outcome is aligned with the vision and purpose of the event, even in case of business event. In a research of Strigas & Jackson (2003) regarding event volunteers, they established a five-factor model to demonstrate the motivation of volunteers.

**Material factor:** This includes incentives where the volunteer calculates the expected utility gain, which can include material rewards (such as goods and services) or social status that carries a material value.

**Purposive factor:** Here the motives of volunteers were compatible with those of the event and the community: ‘volunteering creates a better society’.

**Leisure factor:** In some cases, volunteering was seen as a leisure choice, an escape from everyday life and an opportunity to develop new interests.

**Egoistic factor:** Social interaction, networking and building self-esteem were motivations where the individual sought social contact as an affective incentive.

**External factor:** These factors were outside the individual’s immediate control and linked to family traditions or course completion requirements.

(Strigas & Newton Jackson 2003, 117)

### 2.2 Supply chain management

The theories in Supply Chain Management play a big role in supporting Event Logistics aspect of the guideline. Two aspects that influence widely to the management of event logistics are purchasing and service process, which support in managing the input of event logistics and controlling the flow during the event.

#### 2.2.1 Purchasing

Throughout the planning and implementation phases of event management, there are significant decisions on purchasing products or services for the event. Most purchases in Youth to Business Forum are services, namely venue, printing service and catering. Regardless of purchases type (product or service), purchasing is an essential operation in many business activities because of its impact on finance and performance (Bozarth & Handfield 2008, 241). Weele (2010) proposes a purchasing process model that consists of all different activities in purchasing. Those activities are put into 6 steps which are similar to 8-step process of Bozarth & Hanfiled (2008).
2.2.2 Service process

In event management, the flow of an event can be considered as a service process that provides experience as an intangible value to attendances. Service process is significantly important in supporting a vast collection of services or providing standardized service (Bozarth & Handfield 2013, 58). In order to develop an efficient process that satisfy both customers and the purpose of the event, the managers need to pay attention to two dimensions of service process: service packages, service customization, and customer contact.

Bozarth & Handfield (2013) have defined service package as following:

A package that includes all the value-added physical and intangible activities that a service organization provides to the customer.

If the physical activities in a service package weights more than intangible ones, managers must put more focus on capital expenditures, material costs, and tangible assets. In contrast, when intangible activities are the core of service package, then focus must be switched to staff training as well as knowledge development. (Bozarth & Handfield 2013, 67-68.)

As the service provided in Youth to Business Forum is uniform, there is a least amount of customization in the service package. Bozarth & Handfield (2013) suggested that the service package in this situation should be standardized to provide better measurement and improved control over the service process. In addition, less-customized service also benefits in lower cost and higher efficiency compare to high-customized service.

The third dimension worth paying attention is customer contact, as the extent of customer contact determines the influence of front room and back room operations in service process. While front room is a direct touching point between customer and service organization, and back room refers to all the operations that do not involve direct customer contact. In service process, service blueprint, a form of specialized business process mapping, is used to visualize customer contacts. The blueprint project the service through customers’ perspective and the operations happening backstage through 4 layers, namely customer
actions, onstage activities, backstage activities and support processes. (Bozarth & Handfield 2013, 69-70.)

2.3 Writing guidelines

According to the definition of Cambridge University Press (2014), guideline is a type of information intended to give advice on how to do something, helping streamlining a process. Thus complying with guidelines is not mandatory. As the information in the guideline plays a role of a suggestion in some particular situation, the target readers can be flexible and adapt the information according to their need.

At the moment of this project, there were very few source of theory regarding writing guidelines. Massachusetts Institute of Technology (2014) recommended several steps to writing a guideline as follow:

- Gather background information.
- Draft the language.
- Conduct a review and get final approval.
- Communicate to the community.

In gathering background information, the guideline writer needs to determine the reason behind the guideline, who are the target readers of the guidelines, and who will approve the guideline. Consequently, the draft version of the guideline is composed. The guideline should aim for the best interest of the readers and cannot contain sanction. After completing the draft, the writer should send the draft to relevant reviews and modify it based on their comments. As the guideline is finalized, it will be made available and communicate to public or community. (Massachusetts Institute of Technology 2014).
3 Youth to Business Forum in the Nordic countries

As the logistics guideline plays their primarily role in assisting event management, the author needs to understand the organizing and managing process of Youth to Business Forum event. This chapter explains the needs of researching on Youth to Business Forum in the Nordic countries as well as how the author conducted the research. Consequently, it presents the findings of the initiation and planning phases in different Nordic countries.

3.1 The why and how of Youth to Business Forum research

The concept of Youth to Business Forum was defined unitedly by AIESEC International in the Netherlands. However, the national AIESEC offices carry the implementation which is varied from country to country. In order to maximize its usability, the logistics guideline must be compatible with all the Nordic countries’ organizing process. In addition, the guideline should provide different recommendations in some countries if necessary. Thus it leads to the need of conducting a research on how other Nordic countries organize and manage Youth to Business Forum.

This research was a qualitative research that aims to give the understanding of the question “How do Nordic countries organize and manage Youth to Business Forum event?” Qualitative research uses semi-structured measuring methods to support the theory as well as discover different viewpoints (Burns & Bush 2010, 233 - 235). Data analysis in qualitative research looks for the common patterns and regularities in the interviews or observations. It is also worth noticing that the samples of qualitative research must represents the research subject and must be reviewed fully. (Boeije 2009, 5)

In order to clarify the information regarding Youth to Business Forum event, the research covered the following themes:

- **Theme 1**: Objectives of Youth to Business Forum event
- **Theme 2**: Planning and preparation process of the event
- **Theme 3**: Challenges and successes of the event

Both theme 1 and theme 2 relate to different phases of event management in theoretical framework. While theme 1 refers to the initiation phase, theme 2 focuses on planning and implementation phases of the event. As for theme 3, the author aimed to find out the issues that need to be solved and good practices that can be used in the guideline.
The data collection of this research was conducted using semi-structured interview and participant observation method. Semi-structured interview was chosen due to its openness, letting interviewees bring up new ideas and perspectives. Semi-structured interview also works better with pre-defined themes. As for participant observation, it is a process that allows researchers to learn about the activities, behaviours of people under targeted social setting. Participant observation method provides a great source of background information as well as a deep understanding of the processes, culture, and norms in the setting. (Kawulich 2005.)

The target respondents of the research were national representatives of AIESEC offices in Denmark and Sweden. In specifically, the interviewees were Directors of Business Development of those offices in the term 2013 – 2014 or 2014 – 2015 as they managed nationally the implementation and organization of the event. Additionally, the author also interviewed some Organizing Committee Presidents (OCP) of the event from Denmark and Finland. Due to the physical distances, the interviews could only take place virtually through video call or email. The interviews were conducted from 5 – 9 December 2014 with two representatives from Denmark, one representative from Sweden, and one from Finland.

On the grounds that the author was an employee of AIESEC office in Finland in the term 2013 – 2014 and was Logistics Manager of Finland Youth to Business Forum 2014 (October 2013 – March 2014), the author collected data using participant observation during this period. Especially, the experience in organizing Finland Youth to Business Forum 2014 offered a great insight of the organizing process.

### 3.2 Objectives of Youth to Business Forum event

The general idea of Youth to Business Forum was defined by AIESEC International and implemented by local AIESEC entity. The event’s purpose serves the big mission of AIESEC organization, which is developing leadership experiences among young people. Thus the primary objective of the event remains unchanged, establishing a forum that attract businesses and young leaders to discuss and discover new actionable ideas. This forum is a playground to help delegates develop themselves professionally and understand the needs of companies. Moreover, it helps businesses getting new creative ideas and promote their companies and cultures to the delegates.
Beside delegates and businesses, Youth to Business Forum also aims to develop AIESEC members who participate in organizing the event. This objective is reflected visibly in the case of Sweden, according to Levy (7 December 2014) – vice president business development in AIESEC in Sweden. The AIESEC national office in Sweden delegated the whole planning and organizing to a local entity in Jönkoping. While in Finland and Denmark, the involvement of national team were still significant.

As each national entity has their own choice of event’s theme, all the recent Youth to Business events remarkably focused on technological and entrepreneurship topics. This reflected the social trend toward technology in the Nordic countries and the need of entrepreneurship. Thus, the development of the event’s focus may benefit greatly if the organizing teams in the Nordic countries cooperate together in initiation phase.

One of the biggest challenges in this phase was deciding on event’s date and location. There were not many options for venue, and the available dates in those venues were limited as well. Without specified date and venue in the early state, the organizing team had more difficulties in finding business partners for the event.

3.3 Planning and preparation process of the event

In the Nordic countries, the planning and implementation phases have a lot of commons. There are few differences in the way they selected the core organizing team and planned the event’s timeline. It is worth noticed that the previous experience of organizing Youth to Business Forum event affected significantly in the planning phases.

Regarding selecting core organizing team for the event, the national team in AIESEC in Sweden delegated completely to a local committee in Jönkoping (Levy 7 December 2014). While in Finland and Denmark, they opened the application for Organizing Committee President (OCP). That position was selected by the national team, then that person recruited his/her own core team. The way the organizing committees divided their structures into sub-teams was also different. However, they all had one team dedicated to take care of logistics aspect of the event. (Strelkova 5 December 2014; Jabba 9 December 2014.)

The core organizing team planned for the event with the help from the national team 3-6 months ahead. Each sub-team manager created a plan for their functional area. They also recruited members for their sub-team and executed the plan with their teams. Regarding logistics plan, it included the following elements:
- Finding and selecting event’s venue
- Recruiting logistics team members
- Finding event’s sponsors
- Selecting event’s catering service
- Event’s flow
- Project timeline

As there was no guideline regarding planning for Youth to Business Forum event, the logistics managers had some difficulties in creating the plans. As a result, the progress was slower than what had been planned. Moreover, there were some problems in the event that could be avoidable, such as shortage of materials, unclear communication.

Due to limited budget, all Youth to Business Forum events in the Nordic countries had been organized in universities. However, the national teams in Sweden and Finland aimed to have more business-oriented venues in the future. Having university as event’s venue had its drawbacks as well. Some universities had limited capacity, preventing the event to have larger number of delegates. In addition, they were usually fully booked thus limited the options for event’s date.

In AIESEC in Finland, sponsorship management was a responsibility of logistics manager (Strelkova 5 December 2014). It was challenging to the logistics team since they did not have experience and concrete understanding about sponsorship. In Finland Youth to Business Forum 2014, they managed to have 3 in-kind sponsors. However, they had to cancel one due to transportation issue, which could be foreseen and solved with proper planning.
4 Writing the guideline

This chapter explains the process of creating the guideline. In chronological order, the author went through the process with selecting target audience, designing the template and structure, and implementing the content.

4.1 Target audience

This guideline was for internal use in AIESEC only. The main target audience of the guideline were organizing teams of Youth to Business Forum event. It can bring the most benefits to logistics managers of the event in the Nordic countries. However, AIESEC in other countries might use this guideline as reference for their event. Furthermore, it used the logo of AIESEC organization and the logo of Youth to Business Forum event.

4.2 Design of the guideline

At the creating time, there was no official template for AIESEC guideline. Thus the guideline was designed according to author’s decision. The language of the guideline was English, as it is the official language of AIESEC organization. Regarding guideline’s layout, it followed loosely the writing guideline of Haaga-Helia regarding theses and reports. The author used AIESEC’s logo and Youth to Business Forum’s logo in the guideline, as well as some charts from theoretical books. Beside the general knowledge, the author included some examples from his experience in Finland Youth to Business 2014. The examples were written separately in a blue textbox to make them distinct.

4.3 Structure of the guideline

During the research for guideline’s structure, the author found many logistics guidelines to use as reference. The structure of this guideline reflected closely to the theoretical framework of this thesis. The author embedded the content of event logistics in organizing process. As for human resource management and sponsorship, the author put them into separate chapters. Thus it is easier for the reader to read and refer.

4.4 Content implementation

After creating the outline, the author built the content based on the theoretical framework. In addition, the author used the research’s result to give more details and examples to the theory. Thus the guideline was easy for readers to understand and refer. The Table 2.
Overlay matrix of the guideline shows how project tasks and sub-tasks matched the content of the guideline.

Table 2. Overlay matrix of the guideline

<table>
<thead>
<tr>
<th>Project Task</th>
<th>Sub-task</th>
<th>Output</th>
<th>Chapter in guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PT1. Developing theory framework based on event</strong></td>
<td><strong>management and supply chain management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phases of event management</td>
<td>Organizing process</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Event logistics</td>
<td>Planning logistics elements</td>
<td></td>
<td>3.2</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Sponsorship management</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Human resource management</td>
<td>Managing organizing team</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Purchasing</td>
<td>Services selection</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Service process</td>
<td>Event’s flow in Youth to Business Forum</td>
<td></td>
<td>3.2</td>
</tr>
<tr>
<td><strong>PT2. Conducting qualitative research on the</strong></td>
<td><strong>event in the Nordic countries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objectives of Youth to Business Forum event</td>
<td>Initiation phase of Youth to Business Forum</td>
<td></td>
<td>3.1</td>
</tr>
<tr>
<td>Planning and preparation process of the event</td>
<td>Planning, implementing, and running Youth to Business Forum event</td>
<td></td>
<td>3.2, 3.3, 3.4</td>
</tr>
</tbody>
</table>
5 Evaluation

This chapter summarizes the limitation of this project and gives suggestion for further development in the future. It also includes the feedback of AIESEC-Suomi ry on the project's result as well as author's own evaluation. In the end of this chapter is the author's reflection on the experience from this project.

5.1 Limitation

During the implementation of the project, the author recognized few limitations of the project in term of application. In the beginning of the project, the author planned to include Norway in the target countries. Unfortunately, he could not reach any former or current representative from AIESEC in Norway. Thus the final product may not fully compatible to all the Nordic countries. Secondly, the project was based deeply on the ongoing setting of Youth to Business Forum. Thus if there is some significant changes in the characteristics of the event, this logistics guideline may not be relevant to the event anymore. Finally, the guideline was written on the assumption that the readers already have significant understanding of AIESEC operations. Hence it may be difficult to capture it fully for readers who are less familiar with AIESEC organization.

5.2 Future development

Due to the limitation of bachelor's thesis, the project could not cover many elements in the organization of Youth to Business Forum event. There are still more functional areas that could be researched and added in the guideline. As for further development in the future, researcher can embed other elements in the guideline, including:

- Marketing
- Partnership management
- Finance management
- Risk management

In addition to more elements, the author can extend its application by researching the organizing process of Youth to Business Forum event in more countries. Moreover, the guideline can also include instruction for organizing team to improve the guideline after each occurrence of Youth to Business Forum event.
5.3 Feedback from commission party

The final version of the logistics guideline impressed the representative of AIESEC-Suomi significantly. It was sent to the new organizing team of Finland Youth to Business Forum 2015. According to her, the final product is easy to understand and follow. Its application can also expand to Youth to Business Forum in other countries as well, not limited to the Nordic countries. In addition, the representative expressed the desire to have marketing aspect covered in the future.

5.4 Project evaluation

In general, the project was focused in term of theoretical framework. The framework concentrated deeply on the areas within event management, with the support of purchasing and service process theories. In fact, the author face a challenge of embedding and connecting supply chain management theories in event management in the beginning of the project. Nevertheless, the selected theories provided clear process on approaching different issues such as event management, team management, and sponsorship. Thus it helped the author remarkably in writing the guideline.

Regarding the research, the author focused closely on the initiation and planning of the event in different Nordic countries. However, there were rooms for improvement in the event and shutting down phases of the event. Thus the author could go deeper in explaining different practices of different countries and sum up the best approach. Nevertheless, the final product was really detailed, comprehensive, and beneficial to AIESEC organization in the future. In the means time, the completed guideline will help in the organizing process of Finland Youth to Business 2015

The author was satisfied with the project’s outcome, but not the implementation of the project. Originally, the author had planned to finish the project within 4 months, but due to some factors, it took 7 months for the project to be completed.

5.5 Reflection

The project gave the author a significant experience in his academic years. The author had gone through challenging times due to lack of motivation and support in the beginning. As the project went on, the author recognized a chance to learn how to manage time more efficiently. Moreover, he gained the method to win back the motivation from his own passion.
Another big learning from this project is the theory and experience in event management. As the author is passionate about organizing and managing event, the knowledge in this field will help him persuading this passion. Moreover, this project can also be an important showcase to show the experience and ability of the author in his future career.
References


Appendices

Appendix 1. Logistic Guideline for Youth to Business Forum event in the Nordic countries
LOGISTICS GUIDELINE
FOR AIESEC IN THE NORDIC COUNTRIES

Khoa Nguyen
AIESEC in Finland
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1. Introduction
In the Nordic countries, namely Denmark, Finland and Sweden, Youth to Business Forum (Y2B) is still new and in development. Additionally, due to the nature of the organization, the organizing committee of the event is changing every year, thus it leads to an issue of non-transferable knowledge and experience. Therefore this guideline is written to help the OC team in planning and organizing Y2B event.

2. Scope of application
This guideline focuses mainly on logistics aspect, as this is the most basic aspect of the event that stay the same overtime and location. In addition, the document also mentions about team management and sponsorship for Y2B. The guideline will take you through the initiation, planning, implementation, event, and closing phases of event management.

This document is aimed for the OC (Organizing Committee) of Y2B in the Nordic countries. It plays the role of suggestion, thus you can do differently according to your situation.

3. Organizing process
The organizing process of Y2B can be divided into 5 phases: initiation, planning, implementation, the event, and shutdown. The whole process starts from the point where the idea of the event is initiated and ends after evaluating the event. You can find the summarized tasks for each phase of the process in Error! Reference source not found..

Note: It is advised to start the planning phase minimum 5 months before the date of event. Especially in the Nordic countries, the OC team should exclude summer holidays and winter holidays in the organizing timeline, as most of the companies and people are not available.

<table>
<thead>
<tr>
<th>Phases</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiation</td>
<td>- Developing the concept of Y2B</td>
</tr>
<tr>
<td></td>
<td>- Setting objectives of the event</td>
</tr>
</tbody>
</table>
3.1. Initiation

The essential of this phase is defining the reason for this event. Although the concept of Y2B is already defined, you need to adapt it to your country’s reality. In order to have a clear defined concept for your Youth to Business, you need to be able to answer the following question:

- **WHY?** What is the reason for this Y2B to be organized in your country? What is the social challenge/issue that you want to address in this Y2B? Find out what are the concrete benefits for all the stakeholders of this event (AIESEC in your country, delegates, companies, OC members, etc.).

- **HOW?** How will you address the social challenge/issue? How this Y2B contribute to the solution of the social challenge/issue? How do you have the means to organize/support this event (budget, sponsors, and volunteers)?

- **WHO?** Who are your targets for this event (delegates, businesses, sponsors, OC members)? Specify as detailed as possible about each target, e.g. which schools/study/major/school year your delegates are from, what kind of industries the

| Planning          | – Establishing activities in event marketing  
|                   | – Establishing activities in event logistics  
|                   | – Creating timeline of the project  
|                   | – Estimating and allocating resources  
| Implementation    | – Carrying on the plans  
|                   | – Monitoring and making changes if necessary  
|                   | – Creating floor plan for the event  
| The event         | – Running the event  
| Shutdown          | – Cleaning up the venue  
|                   | – Collecting feedbacks  
|                   | – Evaluating the event and writing the report  

- Conducting research regarding environment, location, timeline of the event  
- Creating event budget, financial plan, sponsor strategy  
- Establishing requirements regarding logistics, marketing of the event
targeted businesses are. Remember to set the objectives of number of delegates, business, and sponsors in your Y2B event.

- **WHEN?** What are the possible dates for your Y2B event? You should decide on the date as soon as possible to make it easier for all the marketing/logistics works.
- **WHERE?** As important as the previous question, what could be the venue for this Y2B event? List out all the possible venues and contact them right away for the possible dates. You can refer to chapter on Selecting services (p.15) to know more about how to select venue for Y2B.
- **WHAT?** As you have all the previous questions answered, it is time to find out what exactly is the theme of the event? What will be in the event’s program?

---

**Note:** After answering the above questions, ensure that the whole OC team know and understand this information. Keep all the documents & information of Y2B event in one place and accessible.

Having a clear concept is a first step toward success, but you have to know how to measure your success. Thus it is important to set measurable objectives for your Y2B event, the objectives can be:

- No. of delegates (and demographic targets)
- No. of companies
- No. of workshops
- No. of sponsors,
- Profit of the event
- % satisfied feedback from the delegates/companies

The initiation phase can happen way early than the planning phase, but must be finished before planning phase starts. At the end this phase, you should already have the following:

- ✓ Event’s theme, date, location
- ✓ Event’s objectives
- ✓ Budget
- ✓ Requirements for marketing/logistics
3.2. Planning

It is time to start to plan all the details for the event. As this is a logistics guideline, this part will focus mainly on logistics. In Figure 9. Elements of logistics system, you can find all the elements of logistics system that you need to consider in your logistics plan.

3.2.1. Supply of facilities

This is the primary element in the logistics plan. This includes all the physical facilities and requirements for the event. Following is the list of facilities for Y2B event, you need to plan the requirements, quality, and budget for them:

- **Venue**: The venue should be decided by this phase already. You need to find out the capacity of the venue, number of available rooms, audio and computer system.
- **Consumables**: If you want to serve snack or beverage during break time, you need to plan it here. How do you want to serve it? Will you find sponsors or pay from the budget?
- **Catering**: In case the event covers meal time, you need to consider catering service to provide meal for delegates and companies’ representatives. Is there any available...
catering service in the venue, or you have to hire external one? You can refer to chapter selecting services (p.15) to know more about how to choose catering service.

- **Equipment**: What are the required equipment of the facilitators (sound system, projector, speaker, scissor, flipchart, etc.)? Does the venue fulfil the requirement? If not then where will you get them?

- **Marketing materials**: What kind of marketing materials do you need during the promotion of the event and during the event itself (poster, hand-out, roll-up, banner, etc.)? Who will design and produce them? When will they be needed and how many are needed?

- **Miscellaneous**: What other items that you need for the event (name card, decoration, sign, gift for guest speaker)?

### 3.2.2. Supply of product

The products that are needed to be considered in logistics plan are workshop material (if possible), delegates’ gift bags, and any requirements for workshop sessions. In case of gift bags, this is a great promotion chance for companies and sponsors, as well as a good way to impress the delegate in the beginning of Y2B event.

### 3.2.3. Supply of customer

In Y2B, the supply of customer (delegates) belongs to marketing. However, in case the venue is out of reach of the majority of delegates, or due to some external reasons, delegates’ transportation to the event must be considered and planned, whether by renting transportation service or provide alternative means of transportation to the delegates.

---

*On the date of Finland Youth to Business 2013, there was a strike by train employees in Helsinki. Thus there was no train running, preventing many delegates from coming to the event. Such incident cannot be forecasted, but we can plan ahead the backup solution for such incidents in the future.*

---

### 3.2.4. Event site logistics

In planning for event site logistics, you need to consider the following elements:
### Event’s program

The draft version of event’s program must be finished by this phase. The following information must be clear in the program:

- Order of sessions, workshops
- Starting time & ending time of each session/break

### Event’s flow

The event’s flow relies heavily on the program. You can refer on the blueprint in *Figure 10. Finland Y2B 2014’s service blueprint*. In this part, you must plan:

- **Flow of delegates**: Where the delegates will be in each session; how do they move from one place to another; what they are doing in each session.
- **Flow of equipment**: What kind of equipment is needed in each session; is there some equipment that need to be moved around (audio system, projector, etc.).
- **Flow of onsite OC members**: What the onsite OC members will be in each session; what are their tasks

### Snack & beverage

In case you want to serve snack & beverage during break time, here are the few things you need to consider:

- The snacks should be easy to accessed and consumed, for example: finger food, cookies, etc.
- For beverages, it is advised to have coffee or tea
- In-kind sponsor is a good source for snack & beverage, you can also get them from catering or buying in advance
- Also you need to consider how you transfer the stocks to the venue and store them in the venue

### Lunch/dinner

Selecting catering service for your event is important, but organize the lunch/dinner for the event is even more essential. Planning for lunch/dinner time should answer the following questions:

- Do delegates/companies’ representatives/OC members have food at the same time or differently?
- Do you have different location for different groups?
<table>
<thead>
<tr>
<th>Communication</th>
<th>Communication is really important in date of event. There should be a communication policy that everyone in your OC team must understand and follow. The policy usually consists of:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Contact details of all the OC members</td>
</tr>
<tr>
<td></td>
<td>- Whom OC members should contact in case of emergencies</td>
</tr>
<tr>
<td></td>
<td>- What kind of information OC members should inform their team leaders (emergencies, media, changes in schedule)</td>
</tr>
<tr>
<td>Onsite OC team</td>
<td>At this point, you need to estimate how many people that you need in your onsite team. List all current OC members and plan how you recruit more members for your team. You can read Chapter 5 to know more about how to recruit and manage your OC team.</td>
</tr>
<tr>
<td>Work shifts</td>
<td>During the event, OC members can be allocated to different roles in different shifts. The work shifts must be communicated to the OC members clearly so they understand their responsibilities and roles in the event. The roles in Y2B event include:</td>
</tr>
<tr>
<td></td>
<td>- <strong>Reception</strong> (2-6 people depends on the session, delegates check-in requires more reception): responsible for welcoming and giving information to guests. In some extents, reception can also prepare and serve snack &amp; beverage before snack time. There should be at least one person in reception desk at all time during the event.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Workshop assistant</strong> (1 assistant for each workshop): responsible for helping company in preparing and organizing workshops during workshop sessions. Workshop assistant should accompany companies’ representatives most of the time.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Technical person</strong> (1-2 people): this person control and manage all the technical aspect of the event, especially during the session in the auditorium.</td>
</tr>
</tbody>
</table>
- **Guide** (5-7 people): responsible for guiding delegates, giving information/instruction, and assist FACI if they need.

As most OC members are volunteer students, it is good if you can arrange the shift so that each member can attend a part of the event as well.

---

**In Figure 10. Finland Y2B 2014’s service blueprint** is the blueprint of service process in Finland Y2B 2014. It helps visualize the flow of delegates and the correspondent actions of OC members. This blueprint presents partly activities in the event, thus make it easier to identify tasks and divide work shifts.

---

**3.2.5. Event shutdown**

For such a short and small scale event like Y2B, we do not have much time to clean and restore the venue to its original state. Thus it is important for you to plan the shutting down tasks early and arrange them within the event’s work shift. The steps to plan this element is as follow:

1. List all the items needed to be rearranged/cleaned up/returned (workshop room, auditorium, reception desk, equipment, etc.)
2. Assign responsible person for those items
3. Schedule rearranging/cleaning/returning tasks in the work shifts, you can arrange those tasks during the sessions when the facilities are no longer needed

After the event, there also are something you can do to create a legacy for the next Y2B event:

- Create a survey for the business’ representatives in the event to see their satisfaction and propose upscaling in the next event
- Collect feedback from the delegates regarding sponsors’ products/images and send the report to the sponsors
- Create a guideline/report for the next team to learn and improve

### 3.2.6. Logistics plan

In the end of planning phase, you need to finish your logistics plan. The logistics plan must be completed but does not need to be final. You can make changes to it during the implementation phase. The logistics plan should include:

- **General contact list**: contact details of all services involved in the event, OC members, FACI, etc.
- **Site map**: this is the map for event’s venue. The map can be used to allocate sessions and control the flow of the event. It could also be used to give instruction to delegates in the event. Figure 11. Sitemap of Finland Y2B 2014 is an example of a sitemap.
• **Project timeline:** The organizing timeline, starting from planning phase until shutting down phase. The timeline should be as detailed as possible with all possible tasks, people in charge, starting & ending dates, expectation. You can use Gantt chart to manage and track the progress.

• **On-site contacts, including security and volunteers:** This contact list is used during the event and can be updated during implementation phase.

• **Evaluation sheets:** You should think already about how you measure your success as well as delegates’ satisfaction.

• **Team structure:** Specify the structure of your logistics team. How many teams do you want to have during the implementation phase, and in the event? How many people in those teams, and who are the team leaders?

• **Checklist:** List out all elements and items that you need to prepare for the event. This will make sure that you do not forget anything.

---

**Example checklist from Finland Y2B 2014**

- ✔ Wireless mic
- ✔ Speaker
- ✔ Projector
- ✔ Pointer
- ✔ Flipchart
- ✔ Marker
- ✔ Paper
- ✔ Scissors
- ✔ Post-it note
- ✔ Tape
- ✔ Nametag
- ✔ Nametag hanger
- ✔ Printed sitemap
- ✔ Printed program
- ✔ Printed signs (for direction)
- ✔ Printed signs (for workshops)
- ✔ Gift bags
- ✔ Gift for guest speakers
- ✔ Snacks
- ✔ Coffee & tea
- ✔ Feedback forms
- ✔ Roll-up
- ✔ Banner

![Figure 11. Sitemap of Finland Y2B 2014](image-url)
3.3. Implementation

Implementation phase takes the most time of event management. In this phase, you carry out the plan in the previous phase and track the progress of the implementation. There are several points you need to consider in this phase:

- **Communication:** You should have frequent meetings with your team to inform and keep them up to date about the progress as well as challenges and successes. Ensure that all the documents and materials are accessible for everyone.
- **Tracking:** Track your progress every week so you can change the timeline/schedule if needed. It is also a tool to motivate or push your team members to perform.
- **Updating your plan:** Update your plan if needed, log the changes and their reasons.

3.4. The event

Before the event, you need to explain the responsibilities clearly among OC members, as decision making in this phase is on-the-spot. Communication is the most important factor during the event, ensure that everybody understands their role in the event and communicates effectively. Remember the Duck Rule of AIESEC (panic inside, but appear to be calm and easy outside, like a duck swimming on the water).

Moreover, during the whole event, the OC team must show the professionalism to reflect the characteristics of Y2B event. In order to do that, you can define some principles for onsite OC team as follow:

- **Professional manner:** Be calm, well-behaved, with the right attitude. Professional outfit is recommended.
- **Customer oriented:** Always cheerful, helpful to delegates and business representatives.
- **Identity:** Ensure OC team have distinct appearance such as special nametag, tie, etc.

3.5. Shutting down

If you have a clear shutting down checklist in your logistics plan, this phase will be easier. You should ensure that all the facilities are returned to their original state. Any damages must be recorded and reported to the facility manager.
4. Selecting services

During the preparation of Y2B event, there are many products and services you need to select/purchase, i.e. event’s venue, printing service for marketing materials, catering. Following is the selecting/purchasing process for Y2B event:

4.1. Define specification

In each purchase, you need to specify the requirements of your purchase. This helps you understand your needs and make the process easier. Following are the sample specifications that you can use in your event.

For selecting event’s venue, you need to define the specification regarding:

- Location
- Date
- Capacity
- Number of rooms, auditorium
- Facilities & equipment
- Price
- Public transportation
- Extra service

4.2. Select provider

After defining specifications, you can do research regarding providers of the service/product or request offer from them. Eventually you can select the supplier that fits your need the most.

4.3. Contract & order

Following up is signing contract (if necessary) and ordering. The contract is important in such important purchase such as venue, catering. It ensures that the specifications will be met or there would be compensation in specific cases. You should have somebody who has knowledge about law to check its legality and your benefits.

4.4. Evaluation

At the end of the event, you should evaluate the service/product and give the evaluation report to providers if possible. This serves a sustainable purpose and create opportunity for long-term partnership with the suppliers.
5. Managing OC team

Having a good OC team is a key factor for the success of Y2B event. In order to recruit the best people, you should follow the steps below:

5.1. Define needs

First of all, you need to identify the reason why you need to recruit your team members. It is not just for the sake of having a team, but for achieving a goal. With a goal in mind, you can plan about what kind of team you have in mind and set relevant objectives for each team. Finally, you should plan the size of each team in order to succeed set objectives.

5.2. Job analysis

The next step is defining job description for each recruited position. This step plays a really important role in establishing expectation for both recruited team members and team leader. The job description need to be connected with the goal of the event as well as team’s objectives. Following points should be included in the job description:

- Responsibility of the recruit
- Tasks connecting to the responsibility
- Benefits of the recruit (experience, certificate, compensation)
- Working time (duration and workload)
- Requirements (soft skills, hard skills)

5.3. Strategy and policy

As OC members of Y2B are mostly volunteering students, you need to understand how to attract their interest and boost their motivation. The motivation of volunteers in Y2B event usually depends on:

- **Material factor**: The incentives given to volunteers, including material rewards or social status. In Y2B, this factor presents in the experience, study credit, or certificate which OC members gain from the event.
- **Purposive factor**: The connection to the purpose of Y2B event. Some volunteers are motivated when they understand and feel connected to the big picture and vision of the event.
• **Egoistic factor**: Social interaction, networking and building self-esteem were motivations where the individual sought social contact as an affective incentive.

In creating a strategy for recruiting and managing your team, you should consider the motivation of your OC members. Thus you can build a committed and efficient team that you can rely on. The strategy should include:

- **Target market for recruitment.** If your target at student market, define what school/study/year you want to focus.
- **Recruitment method.** Identify how you approach the target and promote the opportunities, whether through advertisement, reference, social network, official newsletter, etc.
- **Recruitment policy.** Have a clear policy on the common selection criteria. Also define the process that you use to screen and select your OC team.
- **Team policy**: Define the protocol in OC team regarding team meeting, tracking, performance and communication.
- **Team structure**: Define structure of each sub-team, also clarify the responsibility of team leaders and team members in the team.

The strategies and policies must be aligned with the objectives of Y2B. They serve as directions for all operations in managing your OC team.

5.4. **Recruitment, selection, and induction**

Follow the strategies you have set in the previous step. Set a clear timeline for the recruitment, selection, and induction and track them closely.

*If you plan to recruit students outside of AIESEC for the OC team, you can contact the heads of department or teachers in universities to promote about this event. It benefits for both event marketing and recruitment. In some cases, universities might even give credit to students who participate in organizing Y2B event.*
5.5. Training and rehearsal
Before the date of your Y2B event, ensure that all your OC members come to the rehearsal and practice what you plan for the event. They need to understand clearly their responsibilities and roles should be during the whole event. Some team-building activities may help the members bond and work together efficiently.

5.6. Evaluation
When the event is over, evaluate the performance of your team. The evaluation helps streamlining the organizing process in the next occurrence. It also provides valuable feedback to each of your team members.

6. Sponsorship
In some AIESEC countries, sponsorship is considered as part of logistics. Thus this chapter explains briefly how sponsorship works in Y2B and the approach strategies to sponsors.

6.1. Mutual benefits
As sponsorship can be considered as investment, you need to identify the benefits that the organizer and businesses get from this cooperation. The businesses need to see their benefits before they can invest resources in your Y2B event. You can refer to Figure 12. Mutual benefits sought by event and sponsors to understand better about the case of event’s sponsorship.

List the benefits you expect from the sponsors, including as detailed as possible about quality, quantity, and other factors. Then list what you can offer to the sponsors, with the same level of details. Those lists will serve you in creating sponsor packages to offer to companies.
Figure 12. Mutual benefits sought by event and sponsors

You can create different sponsor packages for different target industry or sponsorship level. The package can include some items like a following example:

- Exposing your brand in the event gathering 200+ delegates and 10+ businesses
- Being official event sponsor and having your logo on the Y2B website & marketing materials
- Having your own roll-up or stand in the event during break times

6.2. Sponsorship policy
This is the part where you define what kind of business you want to cooperate with, set the focus market, and liabilities in sponsorship. Following is what you should consider in creating you sponsorship policy:

- Define what kind of business you cannot have partnership with. This policy can refer to AIESEC’s policy about cooperation with company.
- Define target industry/market you want to focus.
- Define liabilities regarding product and services offered to delegates.
6.3. Approaching businesses
As in this stage, you should already have sponsor packages and sponsorship policy ready. The next step would be approaching companies and offering them to be Y2B sponsor. The process is similar to selling GIP to companies:

1. Find a company
2. Look for contact information of the person in charge of marketing/operation
3. Contact that person through cold calling or email and offer them to be Y2B sponsor (or book a meeting if necessary)
4. If that person rejects, ask for the reason behind that decision
5. Note down on your tracker about the companies you have contacted, put down details about the contact person, whether there is a response or not, their reply, the reason they reject (if there is)

Finding sponsors takes time and effort, you need to set a goal for number of companies contacted every week to boost the successful rate.

6.4. Negotiating with sponsors
After companies agree to become sponsors, you have to discuss in details regarding the terms of sponsorship. In case it is in-kind sponsorship, you need to pay attention to the following details:

- Quantity of products
- Delivery and pick up
- Location and requirement of sponsor’s stand