

Innovation in events management

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<p>Abstract</p> <p>Events industry has been developing rapidly and improving significantly living standard in recent decades. The main reason for the remarkable development in the industry is innovation which is easy to acknowledge yet difficult to achieve.</p> <p>With the basic of human’s creative ability and available technological applications, the main theoretical framework of the thesis was created including innovation resources and innovation applications. The content in innovation resources was used to develop several possible innovative applications/techniques in the later chapters. Those applications/techniques were based on for undertaking researches for the thesis so as to find the answers for the research question.</p> <p>Due to the various types and complicated characteristics of events industry, qualitative research was used on two events organizations which are Integration Communication (Vietnam) and J Model Management (France). Four semi-structure interviews and observation method were applied in the research process for comprehending clearly which innovations the companies adopted and how they apply it to their events. The observation process occurred in four months (two months per firm) and the interviews with four event professionals were conducted via emails, Skype, and phone call in either English or Vietnamese. The data collected from two research methods were analyzed to draw the conclusions for innovations used in events generally. The practical conclusions then were compared to the initial philosophy for evaluating the research methods and especially for ascertaining the dynamic innovative tools in events industry today.</p> <p>To sum up, technology (tangible and intangible), ideas generalization, and deployment of guests are the most valuable techniques which have been applied strategically in numerous events recently.</p>			
Keywords Events, innovation, innovation application, creativity, technology, idea, concept, event guests			
Note			

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ABREVIATIONS

3D	3 Dimensions
4D	4 Dimensions
AV	Audio-Visual
BBC	British Broadcasting Corporation
BC	Before Christ
BMW	Bayerische Motoren Werke
CBS	Columbia Broadcasting System
CEO	Chief Executive Officer
DJ	Disc Jockey
ESOT	European Society for Organ Transplantation
GDP	Gross Domestic Product
LED	Light Emitting Diode
MPI	Meeting Professionals International
MTV	Music Television (TV Channel)
P&G	Procter & Gamble
PR	Public Relation
REV	Representing Extraordinary Vision (Media Company)
TV	Television
UK	United Kingdom
USA	United States of America
USD	United States Dollar
VIP	Very Important Person
WDWC+	We Do Web Content (Marketing Company)

1 INTRODUCTION

Today events are regarded as a crucial part of human life. The higher people's living standard is the more prevalent events become. Being aware of the tedious resemblance in many events in the similar type, event planners/agencies have endeavoured to apply innovation in planning and organization process so as to attain the efficiency in working and provide participants with the satisfaction. Indeed, innovation is patently an integral part of many industries especially events management. Innovation is considered as the root for development and long-time survival of many organizations today. Without new ideas and successful implementations, events will become a monotony preventing the audiences from returning. Although the importance of innovation towards events is understood strongly, many planners and organizers still struggle in recognizing and applying innovation properly.

The topic "innovation in events management" was chosen based on my own interest in event career and the substance of innovation in various aspects of the industry. The aim of the thesis was to analyze innovation issues in actual events from the case companies in order to understand more clearly about innovation's roles in the industry as well as the innovative methods that have been using inside the organizations. In addition, innovation's main resources and appropriate application in events planning and execution will hopefully be ascertained and discussed based on the case study and writer's opinions. The case companies are Integration Communication (Ho Chi Minh City, Vietnam) – a communication agency, and J Model Management (Paris, France) – a global fashion event organizer. The companies are chosen dependant on the highly professional relevance between my thesis and the firms' projects which I participated in. Since both organizations specialize in producing events and have achieved certain success in the industry, I am convinced the research will be more reliable when being conducted at those firms.

1.1 Research Question

The objective of this thesis is to find the best channels in events and applying the channels in the organization process, which allows organizers to approach the most favourable outcome from any event. In order to achieve the objective, the research question is formed below

How to transform innovative concepts into reality in events management?

I also created two sub questions to support for the main question

- What are the most valuable methods for innovation applications?
- How are the methods applied in events management?

1.2 Study Structure

The thesis is formed by six chapters including this chapter which indicates topic, goals, research question and main content of the thesis.

The second chapter illustrates in details about events management. All of the common factors such as types of events, events industry, and event management process are also discussed specifically. The chapter's goal is to provide a general knowledge about events management in order to ensure the later chapters are approached more easily.

Innovation issues including resources and applications represent the main contents of chapter three, which is also the core of the theoretical framework. Two main components formed innovation are described clearly in this chapter; important applications used for events are indicated and analyzed in details as well.

Chapter four introduces generally about the companies and particularly about the projects that I worked on during the training periods.

The fifth chapter describes how research methods are used during the working time to collect skills, experiences, and knowledge for the thesis research. The qualitative research methods (including interview and observation) along with its process are also explained clearly in the chapter.

All the results collected from the research studies are indicated in the last chapter. The information is analyzed based on experts' opinions and my actual experiences. Therefore, the findings suppose to be persuasive and enable me to directly answer the research question. Along with my own opinions and reflection about the topic, the chapter also indicates the final perspective of the thesis after combining theoretical knowledge and practical findings.

2 EVENT MANAGEMENT

The chapter introduces generally about events management including its importance, history and industry's current situation, which altogether provides the basic knowledge about events industry and enables the readers to understand the next chapters easily.

2.1 Events – General Information

There are many definitions about event management. According to Getz (1997, 04), for instance, "Events are transient, and every event is a unique blending of its duration, setting, management and people". In terms of special events, Getz also suggested dividing the definition into two groups, one is from organizers' perspective and one is from customers'. Under event managers' eye, a special event is an event which is organized some special occasions; it is often planned and executed under different outlines or programs from the normal events happening frequently. With the customers, the special events are organized for them to enjoy the entertainment, or social and cultural activities happen beyond their daily routines.

2.1.1 Types of events

Understanding characteristics of each kind of special event will help event organizers to provide the best events to their clients. Thus dividing and distinguishing each type of special event is a very important task to do before getting to know more about events management. According to Getz (1997, 07), depending on goals and features, events can be divided into seven types: Cultural Celebrations (festival...); Sport Competitions (Olympic Games...); Private Events (wedding...); Art/Entertainment (art exhibition...); Business/Trade (product launch...); Recreational Events (gala dinner...); and Political/State (political party conference...).

Different events possess various uncertainties and complexities in general. For instance, an event manager can use 100,000 USD for organizing a product launch in Las Vegas; yet the same budget cannot be used for an Olympic Games in London. The risk of organizing the Olympic Games must be much bigger; and other issues like suppliers, venue, and complexity are also much more different. Fortunately, many organizers today seem to understand very well how to handle the events they are working on; or at least, they know how to keep their mistakes hidden from public scrutiny, I am convinced.

2.1.2 Events' History

Every industry has its own history as well as the reasons for appearance and development, so does events management. In the old time, most popular events were personal weddings. The organization of a wedding was often planned by the brides and groom; weddings were organized by amateur people with the help from two families... Those kinds of event did not require so many skills, knowledge and were quite simple to implement. Time after time, more and more events organized with higher professional and complexity levels. (Shone and Parry 2004, 06.)

The first event has always been the major breakthrough for other events afterward; regardless failure or success, it is the basic for the development in events industry today. According to Shone and Parry (2004, 04), there are four historic events corresponding to four types of event

Leisure/Sporting events – first remarkable event: Ancient Olympic Games in Olympia, Greece in 776BC. The first Olympic Games event was organized in order to celebrate the festival of Zeus, the highest Greek God. There were only foot race in a stadium in the first event; after that some other challenges were added such as horse race, chariot race, and wrestling among many others. (Shone and Parry 2004, 07.)

Personal events – refer to all the activities which a family or friends can participate in: Roman wedding in Rome Italy. There was no specific time for the very first wedding event; yet it was believed that Roman Weddings were one of the first events which build the history for personal events in modern world. As mentioned above, the wedding was held by two families; moreover, the ring and a legal contract were used in the wedding like today also. (Shone and Parry 2004, 08-09.)

Cultural events: The coronation of Elizabeth I in London England in 1559. In Middle Ages, according to the author, events and ceremonies played very important role in people's life (even though that is true today, still) due to the lack of TV, Internet, or Radio like today. People often were very keen on national ceremonies/events; and the Coronation of Elizabeth I was one of the biggest events then. The coronation was held in 1559 in seven days. It was regarded as a brilliant show; even the size of the event could also be a challenge to modern event organizers. (Shone and Parry 2004, 10.)

Organizational events: the Paris Exposition. This type of event can be regarded as the latest kind formed in events industry. The first major event which affected mainly to later organizational events was the Paris Exposition organized in Paris, France 1889. The event was held in order to demonstrate France's industrial might, trading activities and engineering skill. Many other organizational events after that had been produced. Perhaps today, organizational events are still the most difficult type of event which requires high professional event experts. (Shone and Parry 2004, 11-12.)

2.2 Events industry today

Due to the improvement in living standard as well as the development of many businesses, events industry, regardless the late appearance has been developed rapidly in the recent decades. Until the end of 2014, the number of event planners can reach to even over 94 thousands. (Vault 2014.)

However, the pace has seemed to be slower in recent years as many event planners and agencies find it difficult to be recognized in the industry today. It resembles the movie industry, where the actors/actresses are always remembered better than directors or the cameramen who indeed contribute much more to the movie's success. Nancy Shaffer – founder of Bravo! Events in Washington – talked on Special Events website in January 2013 that events organizers' impact and contribution have been undervalued by many clients; however if event planners/agencies can stay strong and competitive, they will be able to success. (Hurley 2013.)

Nonetheless, event industry received a better recognition in the UK when it is considered as one of the crucial parts in the Government's strategies to improve UK's business and culture image. Indeed, the country profited over 39 billion pounds from direct visitors to various events throughout the year 2013. (Benjamin 2014.) Moreover, according to MPI's UK Economic Impact Study in 2013, events industry accrues nearly 60 billion pounds to the UK's GDP (Hall & Ledger 2013). The event industry in the United States is considered to be fruitful as well with the expectation of over 60,000 jobs formed in the industry by 2016. (Gaille 2013). In addition, there are about 1.8 million events annually organized in the country which bring over 110 billion dollars for the US GDP every year (MPI 2014).

2.3 Events management process

Based on my experiences, in general, event management process can be divided into three parts; planning, execution, and evaluation. Each step will be explained in details during the next chapter where innovation factors are also considered.

According to Osnat Mangs (2015), event planning is the formation for the entire process afterwards; if the plan is well stated, the success of events will definitely be maximized. Based on my actual planning experiences, assume that full budget has been set and deadline has been informed, event planning process can be divided into 5 basic steps which are researching, brainstorming and building concept, creating proposals, and drawing financial plan.

After the approval is made on the proposal, event executives start to operate and produce the event according to the plan. Majority of the tasks in this phase should be implemented almost at the same time including PR, marketing for the whole project, venues & suppliers finding, logistics and technical issues, et cetera. The implementation certainly needs to follow exactly the initial plan; in case any problem occurs, the executives might adjust properly as long as the event's objective and financial condition are ensured. During the event, some "little but remarkable tasks" need to be done by the event managers such as checking the water placement, guests list and guests' area, controlling the staffs or paying attention to attendees' attitude. (Amherst College 2014).

Event evaluation after event is very important; it helps the organizer to realize strengths and weakness as well as successes and failures from the project, so that all the event crew will be able to learn from their mistakes and improve better in the future projects. In order to gain an objective evaluation, the feedback from clients/participants/suppliers should also be considered. Moreover, small market after the event plays an important role as well; it is more like expressing appreciation to the firm's partners and guests. Press conference may also be held in order to improve event crew's image and to provide information about upcoming projects. (Amherst College 2014.)

3 INSIGHTS OF INNOVATION

The chapter explores the innovation resources which event managers/planners can make use of for enhancing the innovative level in their events. The resources including people's intelligence and technology, which have been indicated that exist at every corner of life. The qualified resources for any extraordinary events are infinite. Yet the key issue is how the organizers recognize and transform the resources to a success event, which was also discussed as innovation applications in the same chapter. The second branch indicated step-by-step how the source should be taken advantage as well as how each innovative method is supposed to be applied in each stage of an event. In general, the planners can make use of their knowledge and creativity for building a unique concept. With the support from technology and flexible-creative working style, the concept will be turned to a flawless event.

Thanks to the detailed information on innovation resources comprehension and different methods applied in innovative event, this chapter has somewhat allows me to answer the research questions in a theoretical way. Therefore, the chapter is chosen as the principle for later research presented in this thesis.

3.1 Definition and importance of innovation

Innovation is an application of new concepts/ideas into life to make something different in a better, positive way (Encompass 2013). The changes and improvement in innovation should not only be made for only any product/service, but also for every step in business process from organizing, sourcing to marketing or delivery (Quinn 2013, 57). It is obvious that innovation in any business should include three core elements: new concepts, applicable meaning and successful application. If innovation lacks of either one of those elements, it will not be regarded as a complete innovation. In my opinion, all the innovation in an aspect of life should be understood as a positive element along with the world's development.

Indeed, creative products/services, which are results of innovation, can support significantly to human as well as animals life; the living standard, therefore, have been improved sharply all over the world recently. In addition, today due to the increasingly intense competition, many organizations have been investing in innovation for their products/services in order not only to survive but also to develop indestructibly in the

industries. Therefore, innovation should be implemented for differentiating the commodities as well as changing the manufacturing/delivering process in order to reduce the total costs, but create high-quality and new products for their fastidious customers. (SmallBiz Connect 2012.)

However, the most important power of innovation is the ability to “redefine the industry”. A new product which has a significant influence in public can turn an industry to a new direction. (Davila et al. 2006, 01.) A good example is the case of Pampers brands of Procter & Gamble (P&G). The idea of creating a diaper brand came in 1950s from Victor Mills, an engineer at P&G, when he was trying to find the best way to take care of his grandson. After that, the first products of Pampers were tested and introduced to public in 1961; at that time, Pampers was the first diaper brand which won the trust and loyalty of many parents in the world. (Forbes 2013.) The appearance of Pampers had based the formation for other later diaper brands like Huggies or Luvs, and totally changed the face of diaper industry at that period.

From the look of an event enthusiast, I am convinced that innovation plays an extremely important role in the success of an event, although today innovation is not regarded as the most popular issues in events management (Quinn 2013, 58). As many event agencies sell their ideas and try to apply new methods in organizing events for winning clients' satisfaction. In fact, many event organizers in the world have tested some Innovation ideas in Events Industry, and achieve some specific successes. For example, an innovation technique was designed by Olympic Park for London Olympic Games 2012 and Paralympics Games where the power of 12 LED spotlights was supplied during the night and day by the walks of the feet of all the spectators from West Ham station to the park. (Quinn 2013, 60.)

3.2 Innovation resources in events management

People element today is considered as the most important and valuable asset of any company. According to a study on 350 senior executives from 14 different industries, there are about 64 percent of the respondents admitted that their businesses lacked of interaction and management among managers and employees. As a result, those companies face the big barrier in generating and developing changes/innovation. (Isaksen & Tidd 2006, 19.) In terms of events industry, the most suitable method for a manager to assure many well organized tasks is motivating and managing his staffs

successfully during events; as an event's success depends mainly on staffs and their stable performance during the event. (Tum et al. 2006, 165.)

Human is patently the critical source for producing and developing outstanding concepts applied in many events. However, a theoretical concept requires many technological supports in order to become practical products/services for conveying the highest values to customers. According Davila et al. (2006), technology can be regarded as an integral as well as crucial part of an innovation; either shown or hidden, technology's contributions and effects have stimulated many businesses' success and attained huge attentions. (Davila et al. 2006, 35.)

The following parts are depicted aiming to understand more deeply about the human's intelligence and technology in today events industry.

3.2.1 People's intelligence

According to Shone and Parry, events management activities are closer to arts' perspective than sciences' (Shone and Parry 2004, 06). From that point of view, I am convinced that creativity and uniqueness, two decisive elements in doing arts, should be recognized and exploited properly.

Creativity

All of us may be born with different intelligent abilities. Some natural genes can contribute to human's brain for being creative; yet people usually have to learn for attaining creative skill eventually (Cox 2013). The level of intelligence and creativity changes when people grow up due to their living environments, life conditions, education, and especially attitude, I believe. Indeed, people's attitude about creativity decides sharply how much they are creative. Many people do not believe that they are creative as creativity is a special talent God gives to only some specific persons, which is a big mistake. In contrast, people should regard creativity as a skill which they can learn and improve by practices and applications. (Bono 2008, 02.) Similarly, an event planner should always believe in his/her capability in creating extraordinary concepts for any events. However, a right attitude can never be enough; and people may fail in creating things if they misunderstand about their abilities and lack of passion as well as correct practices to their creative skills. Just imagine Jack, for example, can play some songs with his piano; he may believe that he possesses a good playing piano skill. One

day, Jack suddenly gets tired of playing pianos due to a failure in effort of playing difficult notes of a song; he had tried several ways to play it properly yet not successful. He quits playing pianos after that. Jack clearly has certain skills in playing pianos, yet lacks of passion in the instrument and a correct practice in playing the hard song; thus, he cannot maintain and develop his skill. Similarly, creativity in something needs a passion and successive efforts/practices in order to maintain and improve the skill.

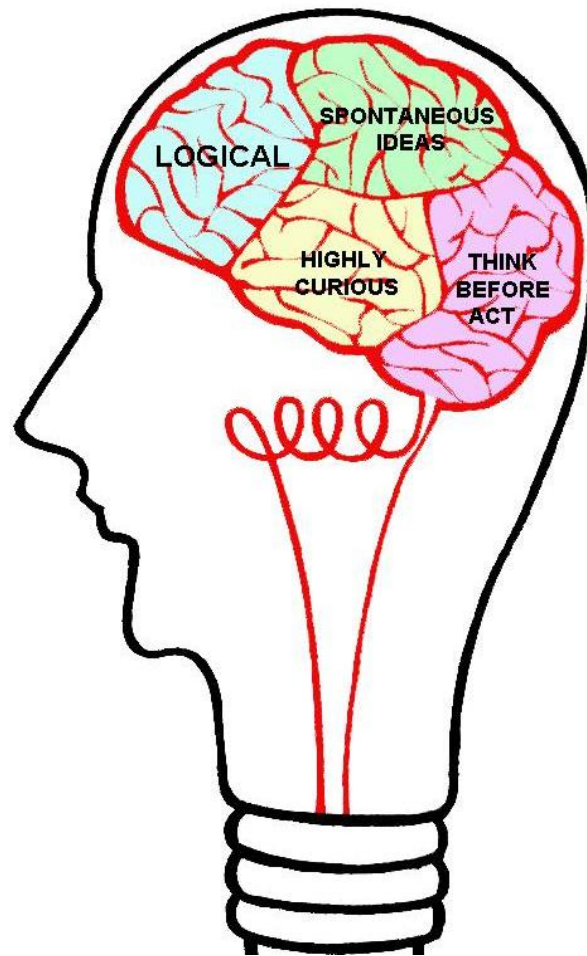


IMAGE 1. Creative people's typical characteristics. Draw Hoi Nguyen November 2014 (Baumgartner 2013)

In general, everyone is naturally creative, yet only some can maintain the quality when they grow up. Image 1 describes a typical creative person whose quality can be realized through four symptoms including logical thinking, curious characteristic, thinking before acting, and often catching spontaneous ideas (Baumgartner 2013).

Uniqueness

Allow me to turn you become an active reader by playing a quiz below about brand; as the quiz will help you to understand more clearly about the importance of uniqueness in each business.

Read the following descriptions and try to imagine about a brand/organization that you think the most suitable for each sentence. I hope you will try to guess before continue reading.

- a. A boy is eating an apple.
- b. Philip, in his red favourite t-shirt, is standing in the bridge, smoking, and listening to an old song from 1904.
- c. Jenifer cuts a round cake into four pieces; she puts the blue cream on two pieces and white cream on the other two.

I believe finding the answers for the description is not a problem with anyone. Whenever an idea of a specific name or picture comes into people's minds, it will remind us about something relevant. People find it easy to remember something containing unique elements. Indeed, uniqueness enables customers to recognize a brand more easily and increase their loyalty towards the brand. As a result, the unique business will obviously achieve advantage over its competitors. (Anchor Wave 2012.)

Back to the quiz, the answer for the first description is Apple Corporation, very easy. The apple itself is not a special element for the world to remember anything else than just an apple; yet an apple with a bite on it will have a stronger impact than a normal apple. In sentence "b", by paying attention to key words "Philip", "red", "smoking", and "1904", you may recognize it was mentioning about Marlboro, a famous cigarette brand of Philip Morris International Group. For the last description, imagine a round shape divided into four areas, 2 areas with blue and other two with white colour distributed alternately. Draw it in a paper and you will find a BMW logo. The quiz was designed to test the level of your impression on famous brands/companies in the world. People obviously can find the answer in the first description; yet if Phillip Morris, Marlboro or BMW have a huge impact on people's minds, those brands will be probably recognized more easily. Similarly, all the events should include unique elements to impress audiences. Thus, participants will remember about the event more easily and in a longer time.

The different factors in an event often include in the event concept which is created by the planners and creative team. Event organizers often connect many different creative ideas and useful information in order to build an applicable unique concept. Moreover, people are basically different from each other in either their ways of thinking or behaviour (Dweck 2010). In other words, different planners possess various methods for creating and working; thus, the difference in each planner's mind inadvertently creates the resource of uniqueness for each event. Nonetheless, the repetition can also happen in some of a planner's events; in this case, event managers should be the one realizing the "old unique features" in the proposal and helping to turn them into new special factors for avoiding monotony. Sometimes, small unique details are also designed in decorations or activities during the events for emphasizing the speciality of the event and surprising the attendees.

Various ideas for events should be found in any corner of the room, from anyone in the world. The resources for a "Wow" event concept are infinite; the crucial point is the methods that the event planners use to generalize the ideas to turn it into a full innovative concept. Human, in the "war of events", should be regarded as the most important element for favourable achievements.

3.2.2 Technology

The development of technology and social media is getting faster and more massive today in many aspects of people's life; and there is no sign of its suspension, still. Many reasons can be considered for the spectacular growth of technology, which has been changing people's way of living, improving human's life or connecting people in different countries, et cetera. Dozens, even hundred causes explain for the development. Yet I am convinced there is solely one dynamic reason for the root of technology's survival which is innovation.

Internet, for instance, one of the greatest inventions of human being, was created based on the data connection of many computer sites in USA (History.com 2010). In other words, the computer helped people to create Internet; and Internet is the root for other social media like Facebook, Blogs, LinkedIn or YouTube... Like internet and social media, other technological items like cameras, televisions or projectors have been taken advantages of to innovate in various ways. Technology itself is a type of innovation; but it can be applied in various purposes to create more innovative works. Based on technology, one innovation can create another innovation; that ceaseless growth has

been the main and the most crucial reason for the stand of technology in every corner of people's life.

In terms of event management, Julius Solaris (2012) stated that the way people attend an event or the methods companies use in marketing/advertisement for their events has been changed a lot due to the development of technology and social media. The way people react to events has also changed a lot due to technology supports. For instance in the past, for collecting the events' information, the audiences often received mailing posts or brochures pre-event while today those information can be easily get via social media and websites. In addition, technology development today also allows people to enjoy the event remotely by watching live streaming on Youtube, which has saved about 1,000 USD on travelling costs. In replacing with old-fashioned event guideline, mobile apps have been created to provide attendees with not only instructions of the events but also interaction with each other and with the staffs during the events. Moreover, thanks to social media, participants are no longer receiving feedback forms or surveys to share their opinions about an event, which are in fact time consuming and somewhat annoying. (Solaris 2012.)

TABLE 1. The innovation applications of technology in events management

Innovation/Phases	Event Planning	Event Execution/Production	Marketing/PR	Event Evaluation
3D design	x	x		
Mobile Applications	x	x	x	x
Interaction Screen		x		
Social Media			x	x
Event Websites			x	x

The tech-wise understanding and application in event management can help small agencies to handle big events, convey the full value to the audiences, and achieve more opportunities to survive strongly in the market (Thomson 2013). In addition, technology plays a crucial role in support innovative ideas used in many events. 3D project mapping is a perfect example, which is a product of showing 3D videos to a big platform by

projectors. 3D mapping has been used in many events for telling stories, depicting processes or just simply increasing effects for events; the method is regarded as a part of the whole events solely, yet very important to make the events become “Wow”. Since technology is changing every year, it is difficult to describe all the technology approaches applied in events sufficiently. However, some main technological methods have been used as the formation for further innovation in the industry and could survive in a longer time compared to other methods. Those methods, which include 3D design, mobile applications, interaction screen, social media, and event websites, can be applied in event planning, executing, marketing/PR, and event evaluation (Table 1). As can be seen from the Table 1, event websites, for example, can be used in PR and evaluation process while 3D design technology is more suitable for event planning and execution. I personally draw the table in order for the readers to understand more clearly on where the technical applications are used during event organization process.

3.3 Innovation applications in events management

In a conversation with one of my friends, when I called myself an ideas chaser, he asked me: “Why don’t you create your own ideas? Why you have to chase the others’ ideas?” I was not even able to answer the questions adequately. To be honest, I was a bit confused in that situation and spent a couple of days later asking myself the same questions. However, I came up with a conclusion that I am an ideas chaser, still! I did not find any adequate answer for my friend’s questions; yet I solved the problem by asking myself “Can an original idea be created by someone?” The answer is no; an original idea can only be caught, not created, I believe.

Imagine that you had a brilliant business idea in your mind which no one had ever implemented before; and you did not reveal it to anyone. However, you did not have an opportunity to start the business. Today, the News report about the opening of a business which is exactly similar to the bold and unique idea you thought of. In this case, can you accuse the business owner that he copied your idea? The answer is obviously no, you cannot! However he came up with today business, the fact that he owns the creative concept is undeniable. Naturally, a lot of ideas exist everywhere; they do not belong to any person. Whenever and however people catch an idea does not make any changes; a dream is simply a dream if it is not applied in the real life. The pioneers are the most noticeable ones and apparently the heroes in the industry. Equally, without any realistic applications, an event concept will never be considered as innovation regardless how spectacular it can be. Event industry might not have any

opportunity for achieving remarkable innovations like Facebook or Microsoft in the near future; yet big ideas can be caught spontaneously and the combinations of small innovations may bring a brilliant outcome afterwards. Thus, keep creating and innovating in every step of the events!

There are in total several applications which will be discussed in this part including: doing research, combining ideas, making use of websites and social media, venues hunting, logistics, technical controlling, and mobile apps. In order to be more easily followed, the innovation applications will be described correspondently to an event organizing process from the ideation to the evaluation phase.

3.3.1 Event Planning

For planning an event, there could be many phases to implemented including determining event's goals, audiences as well as timing, looking for event's venue, choosing a suitable concept and building proposals (Bowdin et al. 2011, 245). However, solely some of core steps will be mentioned where creativities, in my opinion, might be applied and altogether turned into noticeable innovations in events. Therefore, conceptualising (researches and ideas combination) and marketing & PR planning (making use of websites and social media) will be chosen for analysing in this part, as creativity and innovation application can be seen easily in these two phases.

Conceptualising

Obviously, finding ideas and creating a suitable concept for an event are the most important steps in events management; building a strong concept is also a core task for event team and increase the success opportunity for the project (Bowdin et al. 2011, 245). Yet how to build a proper creative concept is a challenged question for many event planners.

“A good Idea is a lot of ideas” – Tom Kelley, 2001 (Bowdin et al. 2011, 245)

The above sentence illustrates that an event strategic concept is in fact the combination of many new and old ideas or basically the development of an old concept added with some new ideas. The question is how suitable ideas are caught and combined for creating extraordinary concepts in the most effective ways?

Doing Research

The step sounds very normal and easy to complete, yet researching plays an integral part in starting a planning phase of any event. An environmental research allows planners to collect useful information about factors relevant in the event and avoid going in the wrong directions (Shone and Parry 2004, 85). For example when planning a launching product event, assume that all the goals and budgets are set, the next step a planner should implement is doing research about the product, the company as well as customers' feedback about the brand. Even when the planner might know about the brand and get familiar with product launches already, yet he still needs to search information for updating the event trends or new information about the product; as no clients/customers want to attend a non-relevant event organized in an out-fashioned way.

However, what makes researches become integral part in innovation process? People often tend to see the things in the way that they expect to see, not in the way that the things really are; they need to look at things in different ways to decrease their bias opinions about something (Michalko 2011, 83&92). Therefore, effective researches help event planners to get more multi-dimensional information about the products/services, events, and stakeholders, so that subjective ideas can be avoided and a formation for catching new objective ideas will be easily created as well. Moreover, collecting information about ongoing event projects enables planners not only to find more interesting ideas but also to avoid non-relevant and bias ideas about the event more easily. As a result, planners will assure their new and useful ideas which might be applied in building innovative concepts afterwards.

Combining ideas and adding "Wow" effects

Combining different ideas will help planners create new events' concepts. The ideas for a concept do not need to be relevant to each other; they can be any ideas from any aspects. Sometimes, completely different – even opposite - ideas can bring a magnificent and unique result; blending normal relevant ideas only helps to build a normal concept (Michalko 2011, 33). Rock symphony, for example, is the combination between rock music and classical music; this kind of sub-genre progressive rock, in my opinion, is one of the most artistic and difficult types of music and able to astonish any audience listening to it. The idea of combining two opposite types of music turned about to be very spectacular outcome in music industry.

It would be narrow-minded when analysing or introducing a specific method for combination ideas for creating event concepts; as each event possessing their own objectives, types, and budgets. Event concept changes flexibly and should not be applied in one or some frames. However, an “ingredient” should be added into every event to make audiences go “Wow”! That is Surprise! A sweet surprise is always better and memorable than a normally sweet element. Yet surprising other, especially in an event, can be regarded as an art. (Solaris 2011.) Again, there is no formula for surprising method. Based on my knowledge in the industry, today event planners usually make use of technology innovations in their events for creating a “Wow” factor in order to winning audiences’ satisfaction. Toyota Auris launching event in Shoreditch, London in 2010 is an example of “Wow” event applied mostly by an innovative technology, 3D Mapping. A number of audiences were invited to the outside launching event in a big valley in London. Many projectors had been used for mapping figures on the wall and on the new Toyota Auris Hybrid put aside the wall, which truly impressed and surprised the audiences. (Hepburn 2010.)

Marketing/PR planning

Unlike other industries, marketing in events management does not try to catch people’s attention to a product or service but it aims to attract customers’ attention to the experience in the service (Quinn 2013, 66).

Like other operational and financial plans, the marketing planner should start with the event objectives and follow a specific development phases in order to build an effective event marketing plan (Figure 1) (McDonald 1995, 35). The marketing plan is described by specific step in the Figure 1. Many different tasks can be designed for supporting the event marketing plan such as advertising, sales promotion, public relations or online presences (Bowdin et al. 2011, 429). From my experiences and knowledge in the field, event planners today tend to avoid traditional marketing tools like direct marketing through sending email, leaflets or TV advertisement due to high expenses. Instead, the massive development of social interaction has allowed many event companies to make use of social Media/Networks and online applications to market their events more effectively under lower costs (Quinn 2013, 68). The use of technological innovation in event marketing/PR has enabled many agencies lower events’ costs as well as approach to the customers much faster.

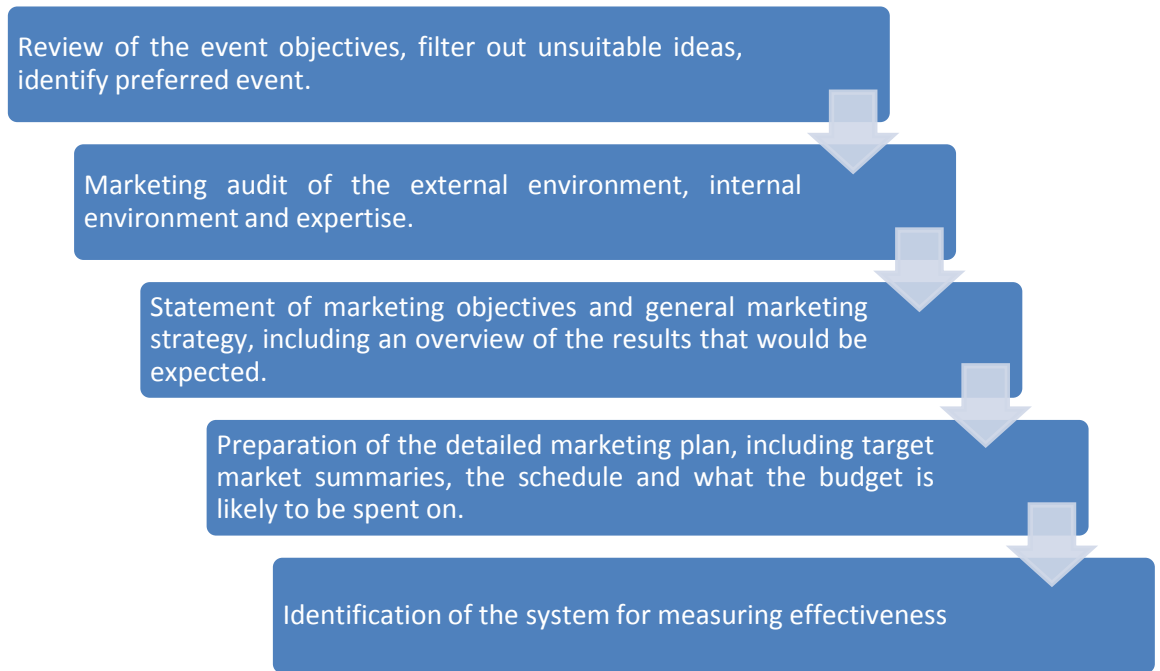


FIGURE 1. Creating the marketing plan from the event objectives (McDonald 1995, 35).

Event Website

Event websites can be regarded as the most useful method which a company can make use of in order to approach its target market (Bowdin et al. 2011, 430). The decision of designing a website for an event depends on the objectives, functions as well as size and budget of the event. For instance, the idea of design and register a brand new website merely for a product launching event with 50 guests sounds ridiculous and absolutely unnecessary. Instead, the event should be informed in company's website or social media for example. However, it does not mean that small events are not worth any sites at all; in order to raise people's awareness about events, many micro sites should be designed for small-medium events which play an important role for companies' benefits and contain much information to be provided. In my opinion, micro sites, brochure sites, and interactive sites can be regarded as three main websites style used regularly for many events.

- A micro site/mini site is a small website with only a few pages designed for offering a product/service targeting to specific customer segments. The site is often attached to company's official website, yet possesses its own domain name, still. (WDWC+ 2014.) For example, McDonald's Happy Meal has its own mini site allied with McDonald's official website.

- Brochure sites can be understood as a brochure but designed under a website format. Brochure websites are widely built and used today in many business fields; they only offer information about companies, business issues, events, society... for potential customers so that the organizations might be contacted for more information referring to the contents provided in the sites (Island Internet Presence 2014). Unlike micro sites, brochure sites contain much more information and can be used for medium-big and not-one-time events.
- An interactive site allows visitors leave feedback, make transactions (buy tickets, playing games...) or asking questions (chat live) on the site when they access (Pineda 2013). Brochure and micro sites can be considered to be one-way communication while interactive sites help companies to create two-way communication with their customers for supports services and improvements purposes. Interactive sites are often designed for large and periodic events and require certain costs to maintain and develop.

Social Media

Social media is regarded as a revolution in global communication and connecting people. It includes many types which are blogs (WordPress), forums (Digital Grin), podcasts (iTunes), micro blogging (Twitter), social network (Facebook, LinkedIn), video sites (YouTube) and wikis (Wikipedia) (Bowdin et al. 2011, 434.) Event planners have patently taken advantage of this innovation in order to interact more efficiently with potential audiences, clients, and society. As a consequence, the planner will increase the benefits but still maintain a low cost marketing strategy for events.

Indeed, according to Constant Contact Survey in 2012, majority (75%) number of event planners admitted that they had been using Social Media Marketing for their events' promotion. It is undeniable that social media has been allowed organizers promote their event much more easily. (REV Media Marketing 2014.) By participating on social media sites and reading online conversations, planners can collect a general knowledge about how people interact, their reaction and opinions towards new events. For example, the organizer of Escape Party, a series of music dance party organized occasionally in Vietnam, at first had created an open Facebook page and invited many people to follow the page. Like other companies, this was one of the marketing strategies of Escape's organizer to introduce the event to the audiences without paying anything. In addition, an audience on Facebook can share the event and invite his friend to attend the party

with him; and his friends can also invite other people to participate if they are interested. This can be understood as a buzz marketing when people spread their words about a service so that their peers will be attracted and try using that service. Many event companies have been using Facebook as well as other pages like Twitter, YouTube... for marketing their new events successfully without paying much money for it.

3.3.2 Event Operations

At this phase of event process, many operational tasks should be implemented at the same time to assure that everything is well prepared. In my opinion, venue, technical production, hospitality, and logistics are the core elements in event operation which innovations can be applied in.

Venues Hunting

Apparently, an event needs a venue to be organized; choosing the right venue (outdoor or indoor) under suitable cost as long as getting familiar with that venue is considered as an integral part of event execution. Depending on each type of event, the venue can be at a hotel, stadium, arena, or convention centre... However, what makes a venue important in innovation application of an event?

In my opinion, the place's condition as well as position should be able to facilitate the event team to organize and setting up easily to assure the event concept planned. For example, when organizing an appreciation party of ABC Company toward its clients, a big platform should be made for showing sand painting performance by several projectors; the performance is regarded as crucial part of the party representing the main idea of the event. Event executives patently cannot choose a site that is not able to provide either such platform or good position for placing the projectors; any venue's condition which affects event's concept will not be tolerant. I believe that a suitable venue may help organizer in maintaining the innovative concept as well as simplifying the operational setup; therefore the condition and structure of events' venues should be checked and considered diligently, even the site is outdoor.

Technical Controlling

Technical controlling plays an important part in the success of event organizations; especially in strengthening innovative concept and make the event go "Wow". Base on

my experiences in the field, the technical in event management refers to the production of light, sound, audiovisual and special effects.



IMAGE 2. Light decoration at an outdoor event during daytime. (Bright Ideas Blog 2014)

An event organizer needs to take care of many things in producing an event; and one of the important elements the organizer should not underestimate is the lighting. Intelligently making use of the lights allows event executives to reduce the accessories for decoration; moreover, effective lighting can enhance event's theme and create the positive atmosphere at the event. Lighting itself can also be regarded as a minor innovation in event operation. Thanks to the technical development, event producers today can use lighting machine to create any shapes under any colours along with some projectors, a gorgeous overall event theme can be created easily without considering too many sophisticated facilities as well as decor accessories. Image 2 describes the light decoration showed on the ceiling of the tent under overall theme of a spring party organized outdoor and during daytime. (Bright Ideas Blog 2014.) Regardless days or nights, outdoor or indoor, your events can still be lightened brightened thanks to clever lighting uses.

Along with lighting, sound systems also play very important roles in enhancing the innovative concept of the event; it might not be the main content for creating innovation, yet without it, the event will patently become a disaster. An effective sound system enables not only event crew to communicate and update the situations in each

management areas but also the audiences to clearly hear all the performances and enjoy the event (Bowdin et al. 2011, 503).

Another important element which any event planner should not undervalue is audio-visual (AV) application. AV devices include laptops, projectors, projection screen, microphones and etcetera. According to Carding (2012), AV equipment helps event organizers not only to transfer events' messages to clients but also approach participants' emotions more easily. Based on AV equipment, various special effects can be produced such as background music or 3D mapping with high probability to "Wow" the entire audiences. Therefore, controlling AV diligently may assist significantly event planners to provide the memorable events to the participants.

Mobile Applications Using

A mobile app is a kind of software designed and developed for the practical applications on small and wireless devices like smart phones or tablets. The software of mobile app is created and uploaded to online store under a given specific platform so that users can download, install, and use it either online or offline. (Wigmore 2013.) I am convinced that appropriate mobile applications may allow event organizations to earn a huge benefit without being too much hands-on. Indeed, a mobile event app can help either the audiences to interact or organizers to handle multi tasks during the event. In terms of planning phase, mobile apps enable event organizers to decrease operation costs by reducing paper and printing, collecting information as well as distributing date more efficiently and follow up with the event flow more easily. (Solaris et al. 2014, 11.)

The most impressive example of making use of mobile app is ESOT Vienna 2013 – Medical Congress organized by Spotme and ESOT in Vienna 2013. The biggest medical conference of the year attracted over 3,4 thousand transplantation specialists from all over the world. The event aimed to connect all the participants in the most convenient and fastest method through Spotme's mobile application installed on iPads. The specialists were recommended to take their own iPads with them; yet the participants can still borrow an iPad at the conference in case they could not bring one. Thanks to the mobile application, 3,4 thousand people had been able to plan their schedules, communicate with new partners, arrange meetings and discuss business issues at the conference. According to ESOT's study, in only four days, over 2,2 thousand of appointments were set and 4,7 thousand kilograms of paper were saved. (Solaris 2013.)

Mobile applications do not only give the power to attendees to interact but also the event staffs in prompt communication with each other on the day of the show. The result of smooth association among event members might bring the highest satisfaction for participants in terms of hospitality. An imagined example of mobile app wise-use in innovative hospitality is described in the Table 2; the app can be set up in staffs' smart phones. As can be seen from the Table 2, the wines preparation, for example, is currently implemented while the fruits have been ready for being served. The person initially in charge for the tasks is James Lynn; yet in terms of gifts preparation, she needs the support from Lisa Robert, the back-up person.

TABLE 2. Work-status-update event app used in big events

HOSPITALITY WORK-UPDATE			
Person in Charge	James Lynn	Person Back-up	Lisa Robert
Phases/work status	In progress	Done	Urgent in need*
Soft drink	X		
Wines	X		
Fruit		X	
Canapé	X		
Tickets		X	
Gifts			X
Brochures		X	

**Any updates to this section will be notified to the whole team, the back-up person will know what to do then.*

Creative Logistics

Unlike in trading logistics, during the event, the organizers do not have much time for logistics; and time for improving logistics mistakes can be zero. Therefore, every step of the movement for the event should be precise at the first time. (Bowdin et al. 2011, 523.) Each type of event requires each method and material for logistics; however, like a normal logistics, a general process (Figure 2) should be made in order to manage more easily and effectively. According to Shone and Parry (2004, 127), the logistics process should provide all the needed elements including utilities and facility, tickets and

enquiries, contacted/hired items, and purchase items. As can be seen from the Figure 2, the process includes six steps starting from connecting logistics to other parts of the operation. Supplies, storage monitoring and transportation management coming to the event are the next steps before the arrival of the participants. The last two steps are respectively controlling the supplies during the event and closedown activities after the event (returning hired items, cleaning up, stocking...). (Shone and Parry 2004, 127.)

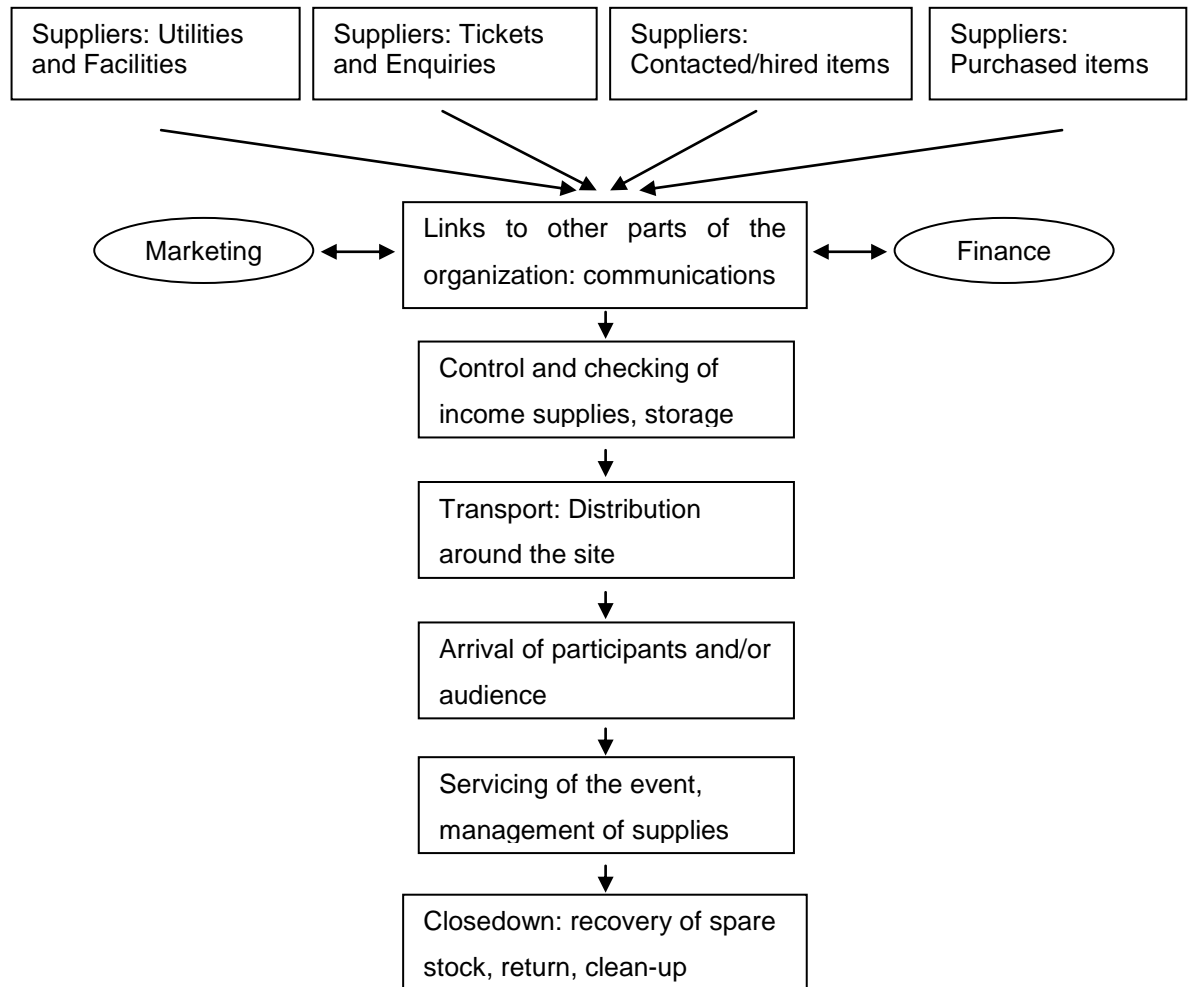


FIGURE 2. Logistics General Process (Shone and Parry 2004, 127)

Innovative methods in logistics have supported companies significantly in managing the flow of huge materials, equipments, and especially the big amount of participants coming to the event. An effective innovative method used in event logistics management is taking advantage of entertainers/ special guests. The method applied by the Atlanta Olympic organizer in 1996 to reduce the number of audiences check-in at the same time in the front door. Some entertainers were used at the main entrance for attracting audiences' attention, so that the number of people waiting for the long queue will be reduced. The Olympic organizer had succeeded in managing the huge flow of

participants coming to the stadium at the same time. (Bowdin et al. 2011, 530.) The method has been used for controlling customers' movement in large events later on, and brings a remarkable outcome for many event organizations.

However the most remarkable innovative method used in logistics is the intelligent way of handling 11,500 people attending the Vodafone Ball event in Earls Court, London in 1999. Vodafone Ball was an event organized by Skybridge Group for Vodafone's employees and special clients around the world. The event organization had won a place in Guinness Book of Records for spectacular planning and managing; and the logistics handling was one of the major elements contributing to the event's success. The company sent randomly invitation for applying event tickets to 6,000 employees in the world. The ones accepted had to register online and provide personal details referring transportation, dietary, medical requirements, and desired seat at the event. For handling such a huge online data, suitable software was created and updated instantly, so that the guests would be able to access to the website and check all the information about the event. On the day of event, 136 coaches, 1,420 car parking spaces, several Limousines, and 700 domestic as well as international flight trips were used to transport about 11,500 guests coming to the party. (Bowdin et al. 2011, 216-217.) The innovative use of internet web page as well as diligent handling transportations in participants' movement had turned the impossible to reality and created an unforgettable corporate event in the history of the industry.

3.3.3 Event evaluation

According to Tum et al (2006), all the aspects of event organization process should be evaluated in order to predict unpleasant outcomes as well as find better management methods for later events. Customers' feedback, financial profits, or successful projection apparently need to be considered carefully during evaluation process. (Tum et al. 2006, 241.) There are two typical methods in evaluating an event which are the conventionally supervisory and the control cycle method. The traditional approach includes four steps which are planning, measuring the performance, comparing results with the plan, and taking correct actions. The control cycle is augured to prevail over the conventional method as it allows event manager to evaluate and control almost at the same time during the event in order to take timely actions for satisfying customers. (Tum et al 2006, 242.)

The control cycle approach also consists in four stages (Tum et al. 2006, 243), setting standards, collecting feedback, comparing performances, and taking proper actions.

- Standards set and agreed based on the objectives of providing customer the top service/product that they desire. In most of the events, ascertaining countable standards is a difficult task for event organizers. There are some tangible qualities such as meeting deadlines, number of failures or wrong deliveries which can be based on to implement further stages. However those quantifiable standards do not influence a customer's opinions about the event. Intangible criteria, in this case, enable organizers to satisfy their audiences better. Although each type of event requires different qualities, the basic standards include event's atmosphere, cleanliness and tidiness as well as staff's behaviour and attitude towards the participants.
- Feedback collected for evaluation process should not be too detailed as over-measured features may decrease level of creativity inside a company. Thus, timely and accurate feedback during the events is always appreciated. In terms of post-event, some common ways in collecting feedback are questionnaires, surveys, social media or website.
- Performances should be compared to criteria in order to determine whether the event is successful or not. However, the key in achieving correct deviations is to comprehend the feedback and performance measurement method. Some questions should be considered for helping evaluate the performance such as "How can the service be judged against expectation?", "Can the service be improved without extra cost?" or "How, and by whom?"
- Proper actions should be taken when needed for avoiding divergences. It would be immaculate when there is no problem occurring; yet anything can happen. Therefore, immediate action has to be taken as a slow decision will obviously lower customers' satisfaction. In some urgent cases, manager should trust his staff, and the event executive should believe in their problem-solving capability as well. It is highly important for the staff to be aware of the events' standards to adjust the situations. When deviations are found above or below the set level of performance, some event's elements should be checked such as suppliers, technology or workers' performance, et cetera.

4 CASE OF TRAINING PROJECTS

This chapter mainly explores the applications of different innovation resources of three projects (Bepanthen 10 year Anniversary, Escape Party, J Autumn Fashion Show) that I had worked on during my internships in Vietnam and France. Two companies that I worked for will be introduced generally before describing briefly about the projects. The projects were chosen for analyzing as they include some of the most interested innovations I have known about. Along with other small events, three those projects were also chosen for observation research method which will be illuminated at the next chapter (Research Methodology).

4.1 Organizations

J Model Management – London (UK), Paris (France)

I worked at J Model Management (www.jmodelmanagement.co.uk) as an Event Coordinator Intern for J Autumn Fashion Show 2014 on the Eiffel Tower, Paris.

J Model Management is a global fashion show organizer based in London and Paris. The company was founded by Jessica Minh Anh in 2009 in London UK. J Model Management specializes in producing fashion shows at the most famous venues in the world. In October 2011, the company made history by successfully organized the very first fashion phenomenon on London Tower Bridge. In only short three years, the company has continually amazed the world with several extraordinary catwalks at iconic venues such as PETRONAS Twin Tower's Skybridge in Kuala Lumpur, Seine River and Eiffel Tower in Paris, Grand Canyon Skywalk in Arizona or One World Trade Centre in New York... Every company's show has been covered by many famous TV Channels (BBC, CBS, Fox...) and reputable papers (Vogue, Marie Claire, Elle, La Repubblica Italy, The Independent UK...).

J Model Management's core team includes about eight people for each show. Team members only take responsibility of management and communication, most of other producing work (like sound and lighting, red carpet, make up, models...) are in charge by workforce outsourcing or company's partners. All the team members are assigned tasks and instructed by Jessica Minh Anh, the director of the company and also the leader of the team.

Integration Communication – Ho Chi Minh City, Vietnam

Another company that I would like to cover some activities for the thesis is Integration Communication, the company that I worked for during my basic internship in Ho Chi Minh city, Vietnam.

Integration Communication is a communication agency based in Ho Chi Minh City, Vietnam. It was founded by Duy Bao Mai in 2011. The organization is formed by i68 (Event Agency), IdeaMarket (Branding agency), FaceInteraction (Digital Agency), Teetalk (Distribution Agency) and other small teams like PR, Marketing, and creative team. The company specializes in Branding and Events. It organizes many kinds of event such as co-operate events, music festivals, or music concerts and etc... Its clients include Abbott, Bayer, Sapporo, Philip Morris International among many others...

Integration employs about 60 staffs from all the teams and agencies working at the same building in order to interact and support for each other effectively in every projects. The firm is well-known in Vietnam thanks to the Escape Party Series (www.escape-party.com/en) organized in every 3 months. As being the pioneering event series in Vietnam, Escape party has been supported by many reputable partners like Fashion TV or MTV, many national celebrities and especially young generation in Vietnam. More information about Escape will be discussed in the next chapters.

4.2 Projects

Regardless the analyses of some related events, this chapter focuses mainly on three projects below

Bepanthen External Event - 10 years Anniversary (Ho Chi Minh City, Vietnam)

- General information: Organized by Integration Communication under request of Bayer Vietnam, the event was produced successfully in November 2013 with the attendance of Bayer Vietnam representatives, over 200 customers along with entertainers and special guests. Bepanthen in Vietnam market is mainly used for nappy-rash kids from 0 to 3 years old.
- Target Customers: Parents of 0-to-3-year-old kids

- Objectives: branding; emphasize the message that “Prevention is better than cure”; celebrating 10 years Bepanthen launched in Vietnam market.

Escape Party 2013 – Summer Dance Music Festival (Ho Chi Minh, Vietnam)

- General information: the event is included in Escape Party series organized every 3 months by Integration Communication. Escape Summer 2013 was organized in Diamond Island in Ho Chi Minh city which attracted over 5000 people coming to the party. It was the first ever Summer Dance Music Festival in Vietnam with famous national and international DJs as well as attractive entertaining activities taking place continually in 10 hours on 15th June 2013.
- Target customers: active youth generation who love electronic music, parties and new experiences
- Objective: entertaining; pioneer in bringing new experiences in music, outdoor activities and audio-visual technology to Vietnamese audiences.

J Autumn Fashion Show 2014 on the Eiffel Tower (Paris, France)

- General information: J Autumn Fashion Show 2014 is the first ever fashion event organized on the Eiffel Tower, Paris. The show was produced successfully by J Model Management in the morning on 31 October 2014 with attendance of 150 VIP guests as well as French and international press. The historic two-tiered catwalk was the combination of art, architecture, culture and fashion where 104 dresses from 8 different nations were showcased beautifully and professionally.
- Target VIP guests: high-status guests including Ambassadors, Top Press, CEOs and managers of different business industries.
- Objective: determining J Model Management’s position in producing fashion phenomenon in unique venues in the world; elevating global fashion and exotic architectures.

5 RESEARCH METHODOLOGY – QUALITATIVE METHODS

Research methodology is normally divided into two groups, quantitative methods and qualitative methods. The groups are used for gathering information more easily and effectively. Based on each different types of information that researchers aim to gather, suitable research group is selected. (Kuada 2012, 91.)

Qualitative methods are designed for getting a new or a deeper insight about specific issues by collecting various opinions from participants under different methods. The participants will be able to express their points of view and feelings freely almost without any limitations. The information collected from qualitative methods, therefore, will allow the researchers to investigate and understand more deeply about the issue and develop it to new insights. There are often three methods used in qualitative group which are focus groups (group discussions on specific topics), observation (observe to collect actual information), and qualitative interviews (interview to gain rich understanding about participants' opinions). (Kuada 2012, 94-98.)

Quantitative methods are designed for testing existing theories which researchers have known about. Unlike qualitative, quantitative methods are not very flexible; as its collecting and analyzing process are often conducted based on specific standards in order to collect information on a large amount of participants. Main techniques normally used in this group include surveys (sending online/offline questionnaires to many selected people) and interviews (interview to gain general understanding about participants' opinions). (Kuada 2012, 103-107.)

As mentioned, in order to find the answer for main research question **How to transform innovative concepts to reality in events management**, 2 more queries need to be discovered which are

- **What are the most valuable methods for innovation applications?**
- **How are the methods applied in event management?**

The purpose for choosing above questions is to ascertain exactly the most valuable innovation applications which can be used in many events according to my experiences and experts' suggestions. Determining the dynamic innovations along with

understanding deeply the operation of these applications will enable organizers to develop and adopt successfully various other applications in different events afterwards.

According to Lapan et al. (2011, 03), unlike quantitative research, qualitative method focuses more on the study of events/stories' nature based on the insiders' point of view. Moreover, qualitative studies allow the researchers to ascertain and immerse findings' meaning by deeply analyse each specific case. By comparing the support of qualitative methodology with my desire in understanding deeply how innovation can be applied in different events, I have decided to choose qualitative methodology for the thesis research. Since investigating each project I have worked in along with the onions collected from event experts, I am convinced that after doing the analysis, I will be able to answer two research questions adequately.

Interview and observation research methods, the main instruments used in qualitative methodology, will be undertaken as I believe that experiences collected from work places along with experts' opinions will support significantly to the final findings for the research. I make use of the internship periods to observe and memorize all working process which will be discussed in this chapter based on observation research method. Besides, I would like to collect more information about the innovation in events management which I still have quite limited experiences as well as knowledge about. In order to collect the most persuasive findings for the thesis, interviewing professionals in the industry can be regarded as the fastest and most effective way. The method enables researchers to collect better information in the inexpensive way than any other tactics (Dexter 1970, 11).

I conducted observation method before interviewing professionals. As I would like to build the general theories drawing from my own actual experiences before checking the theories' reliability by collecting opinions from experts. The observation process, therefore, will not be affected by subjective points of view and allow me to learn more effectively. Moreover, possessing my own knowledge may help me to understand more easily what the experts say during the interview, which enables me to make use of them completely, I am convinced.

5.1 Observation

During the time of my internship, I had observed how the innovative techniques were applied in each project. Even though the knowledge I collected basically based on all the

projects I participated in, solely three main mentioned projects will be discussed. Since innovative methods applied in those projects play the major part in the success of the events.

The observation proceeded orderly from the first project to the last one; yet I will describe the information I collected dependent on the each organization phase of an event (from planning to evaluation). Thus, the data will be analyzed more easily, I believe.

5.1.1 Conceptualizing & Planning

In order to draw a valuable concept and build an extraordinary plan, event planner should conduct some researches for supporting to find various useful ideas. The ideas will be combined and generated afterwards before the full concept is made.

Doing research

Compare to other events that I have been involved in planning phase, Bepanthen 10 year Anniversary in Vietnam was the project that I contributed the most, about 60% of the whole event's proposal. Bepanthen 10 year Anniversary is the small event supporting for PR campaign of Bayer in Vietnam; therefore, the concept was already created by Bayer and Integration's PR team before forwarding it to Event team. However, in order to transform the concept to a full achievable plan for the event, many other ideas were generated and numerous tasks had been done including online researching.

All the information about Bayer and Bepanthen were collected for deeper understanding about the company, its brand and target customers in Vietnamese market which were parents of children up to 3 years old. In addition, typical characteristics and psychology of the young parents were taken into account in order to stage appropriate activities for them in the events. I also paid attention to the trends about main performances and entertaining activities which could be used in cooperation anniversary then. Besides, some celebrities and reputable doctors were also included in the researching plan for increasing the event's attraction towards Bepanthen's customers. All the proposal's details were collected and checked diligently to avoid mistakes and to ensure that the content fully represented Bayer's concept. Doing research in Bepanthen project was not considered as any innovation methods. However, without online research, exist

activities/ideas would not be acknowledged; the possibility of repeated ideas would be sharply increased, which lowered significantly the chance for innovation. Moreover, sometimes research process has spontaneously brought me several interesting ideas which could be used for either current project or some later on ones.

In general, there is no innovation applied in research process; yet the process itself supports highly for the innovative conceptualization in many events.

Combining & generating ideas

After being collected from online research for Bepanthen project, knowledge and new ideas were gathered and combine with the available ideas in order to create the best plans. Two or three options for the innovative plan were presented and discussed among Event and PR team in order to improve and choose the best proposal that the client could not refuse. Event planning, in my opinion, is the process including several people yet taken care by one planner only.



IMAGE 3. Part of Indian Brand - Shilpa Reddy's collection at J Autumn Fashion Show 2014. Photograph John Oakley October 2014

Regarding J Model Management's project, one of the main reasons turning Jessica Minh Anh's Autumn Fashion Show 2014 to a phenomenon is the combination of fashion, culture, art and architecture. The stunning concept was made based on the unique architecting structure of the Eiffel Tower, the diversity in culture from eight different designers' collections, the special art in arranging and combining music and collection performances, and fashion obviously. Those core ideas play the most important role in transforming the fashion event into the phenomenon which has impressed the world. In

addition, many other professional ideas such as Italian breakfast served, Dyson heating system from UK or Red carpet welcoming... had perfected the show as well.



IMAGE 4. J Autumn Fashion Show 2014 on the Eiffel Tower. Photograph Pascal Le Segretain October 2014 (Getty Images 2014)



IMAGE 5. J Autumn Fashion Show 2014 on the Eiffel Tower. (J Model Management 2014)

In general, by delicately combining all the ideas altogether, Jessica Minh Anh has successfully created a flawless plan for the fashion show on the Eiffel Tower; and the 'Wow' factors here are gorgeous dresses from talented designers (Image 3) and stunning landscape viewed from the first floor of the Eiffel Tower (Image 4&5).

5.1.2 Promotion

As mentioned in chapter three, websites and social media are often exploited for promoting numerous events. This part will clarify how web pages and social media support the event organizers in event promotion of the projects that I worked on.

Website

One of the big projects that I participated during the time I worked for Integration was Escape Party Summer 2013. In order to promote for the event series, a mini website (www.escape-party.com) has been registered which includes all the information about the past and upcoming events related to Escape. Famous DJ/talents, countdown board, participated partners, tickets, and contact information have been highlighted in the website in order to attract more audiences coming to the party. Moreover, thanks to the innovation of IT system the website also allows our PR team to measure the number of people accessing the page, which helps us to be able to acknowledge about public attention to the events, so that appropriate PR strategies can be formulated accordingly.

When accessing the web page, audiences will be able to collect all the information about the events. They can take a look at the past parties in case they need references for decision to join the upcoming events whose details have been updated as well. The tickets can be bought online or offline at many convenient stores whose addresses specifically indicated on the page, so that the people can buy tickets very easily thanks to the website. As a consequence, the website provides the highest convenience for the audiences coming to the party, which exposes the effective method of completely taking advantage of web page's functions.

Social media

Making use of social media in promotion purposes has been a very popular method in any industry in recent years. Like other companies, J Model Management usually updates any new events related to the show. After being edited, photos, videos, stories

and information will be posted instantly on the organization's Facebook, Tumblr and Youtube so that the fashion show will be promptly approached to the audiences all around the world.

In addition, Facebook is also a mean to allow the company to strengthen their business relationships as many promoting photos and videos related to partners have been shared on Facebook. For instance, in order to thank Montblanc Paris for supporting J Autumn Fashion 2014, the photo of Montblanc representative in Paris and Jessica Minh Anh was shared on the company's fan page and their interview was also posted on J Model Management Youtube channel. The name of official Montblanc page was also tagged in the picture, which dragged the attention of Montblanc's fans to J Model Management page as well. Therefore, with one picture, the company has succeeded in not only indirectly expressing their appreciation for the partner but also capturing more public attention to the event.

Personally, I do not consider social media is not a professional channel for business communication; yet taking advantage of social media for public approach is a truly good idea. However, updating information on social media in a way that enables the company to approach its audiences, its partners' audiences as well as indirectly communicate with the partners is completely an excellent innovation method that J Model Management has applied for its event promotion.

5.1.3 Operation

I am convinced that finding a suitable venue, controlling technical, and logistics issues play crucial roles in the success of event operation process. This part explains in details how venues, technical control, and logistics significantly turned the real-life projects to remarkable events.

Venue

As mentioned, venue is decided based on the concept of the fashion event; the right venues can facilitate the 'Wow' effects designed for the show. However, how did the Eiffel Tower allow J Model Management team to apply innovations during the operation process? Table 3 describes in details in which aspect the iconic tower had contributed to the historic J Autumn Fashion Show 2014. As can be seen from the table, all of the

unique structure of the Eiffel Tower has been taken advantage of thoroughly in order not only to enhance values of the show but also allow the staffs to work more effectively.

TABLE 3. Innovative contribution of Eiffel Tower in terms of operation in J Autumn Fashion Show 2014 (Tam Nguyen 2014)

	Innovation application	Application Outcome
Glass Floor	Optimizing the beauty and glamorous for the catwalk	Photographers and cameraman captured the most attractive shoots for the show's post-promotion
Main stage area	Making use of the area for VIP seats which are opposite to Trocadero park*	VIP enjoyed the show with wonderful dresses and stunning landscape from their area
2 floor meeting room	Turning the room into a backstage where the team members, models and partners worked together smoothly. Some backstage press interview.	Front stage members were supported thoroughly by the backstage members. Most beautiful backstage I've ever seen. Photographers and cameraman (from the team and the presses) captured the most attractive shoots for the show's post-promotion.
The first floor's long hall + main area	Making use of the hall and the main area for the models catwalk	Creating the first ever two-tiered outdoor catwalk in the world

*Trocadero is the famous biggest park in Paris which is opposite to Eiffel Tower and faces Seine River. The beautiful monument was opened in 2007 and is the combination of heritage architecture and training. (France.fr 2014.)

Technical control

Technology has been widely used in many events organized by Integration. For instance, the crucial part at Escape 2013 - Summer Dance Music Festival was electronic music played by many famous national and international DJs along with numerous

flickering led lights to keep the audiences excited. In addition, a big screen was installed behind the DJ depicting the visualization in each song played during the party. The audiovisual screen was created for decoration and entertainment purposes.

All the sound and lighting set up was implemented diligently one day before the show in order to ensure everything would go smoothly on the next day. As the VIP area of the event was organized near the swimming pool (pool & foam party purposes), one-third of the DJ stage was built on the pool, which increase the risk of stage collapse which might lead to total technical destruction. However, thanks to the technical team's professionalism and effectiveness as well as the unique stage with the light reflection of the water from the swimming pool, the event was truly best sparkling party that I have ever participated in.

In general, the creative combination of vibrant electronic music, inspiring multi-colour lights, and entertaining visualization had enabled the audiences to enjoy the night completely.

Logistics

Integration had thousands of wrist-bands produced to control the audiences' movement at many of its Escape parties. Like other Escape events, at Dance Music Festival 2013, when check-in at the main entrance, each customer received a wrist-band with a specific colour correspondent to his/ ticket. VIP ticket holders received the red wrist-bands while the normal participants wore the blue ones. There are many activities took place in different patches inside one big area. VIPs can access to any places that they wanted while normal participants could only joined some specific activities. Therefore, the wrist-bands had significantly helped the staffs in distinguishing the guests and gave the proper instruction in case some people entered the wrong areas. The innovative logistic had enabled not only event executives to save much energy in controlling the guests' movement, but also the participants to enjoy the show more easily.

Another innovative logistics tool that Integration has been applying is the use of websites and distributors to sell Escape tickets. This means thousand tickets can be sold either online (through official website) or offline at Shop&Go local stores (Integration's long-term partner) and Teetalk (Integration's subsidiary). The method has allowed not only the company to solve the problem of ticket delivery to a huge amount of people, but also the audiences to received their tickets much more conveniently.

5.1.4 Evaluation

The evaluation process could be implemented during and after the event. At Escape Summer Party 2013, besides the main assigned tasks, all the staffs of Integration had to pay attention to audiences' comments and attitude during the event to conclude the participants' general opinions. After the party, those opinions, along with thousands of feedback on Facebook, were gathered and analyzed for the potential improvements in the next events. In addition, several online activities relevant to Escape Summer 2013 were organized on Facebook such as Best Escaper Photo Competition or Guessing DJs for the next event. Based on the number of people reacting to the activities, Integration somewhat apprehends the attention of audiences towards Escape Party.

The methods of making use of social media and event staffs to approach audiences effectively without costing any fee are completely intelligent and innovative. Social media has apparently become very popular in many industries today. However, the fact that Integration combined Facebook and its workforce creatively had formed an innovation method that is worth considering.

5.2 Semi-structured Interview

The profile of the event experts interviewed for the research is quite different; thus, the questions for every professional are about 40% different from each other. In addition, the opinions on innovative techniques for each organizing process need providing as well; extra points of view can be added for deeper understanding if needed. For those reasons, the semi-structured interview supposes to be used; since the query pack as well as given information is obviously half-flexible and half-fixed (Merriam 2009, 89). Four experts in events industry in different countries were chosen for the interview in which they can share their experiences and opinions about innovation in their events. The experts' general information and opinions are indicated below.

Le Truong Son

Mr. Le is an event manager of Integration Communication; he is also the director of i68 event agency. Mr. Le possesses multiple experiences in organizing various types of events in different size in Ho Chi Minh city, Vietnam. The interview was conducted via emails.

According to Le Truong Son, there are two most important elements to drag audiences to an innovative event are the “artists (DJ, famous people)” and “technical facilities including lights, sounds, and LED screen”. The technology system has to be “in high-quality and impressive in order to be run in about 9 to 12 hours in a large space”. According to the Manager, “the most impressive technological application in Escape series was 3D mapping Mask at Escape New Year 2013 (Escape Party 2013)”. He is also planning to apply 4D projection technology* on water screen for the event in summer 2015. “Above all, the most important element is the content, the story you want to tell to the audiences”. The event organizers need to base on the concept for choosing the appropriate innovative methods for the events, he believed. In terms of building concepts, the company “has a planning team whose members discuss together to brainstorm and give out many ideas and activities for the event. Of course, the world’s concepts and trends should be checked and learn as well. Moreover, we also have to know what our audiences are interested in to build a proper concept.” “In order to evaluate our events, the most effective method is making use of Facebook; as Vietnamese young generation is very keen on Facebook. It’s the most effective communication channel today”. He also suggested Viber as another convenient method to communicate instantly with the audiences. The audiences can download Viber software to their smart phones and accessed Escape Chat room for updating events’ information and communicate with other ‘Escapers’ and the organizer.

*4D Projection is one of the latest visualisation technologies which apply image mapping and projectors to depict video on a specific surface like building or even water. Unlike 3D, 4D videos will bring audiences smell or tactile senses. (4D Projection 2014.)

Julius Solaris

Solaris is a talented international speaker and author on event technology trends and innovation. The Italian-born expert is also the founder and author of Event Manager Blog, the first blog for event professionals. The interview was conducted via Skype.

The international speaker believed that innovation is the “wise-use of the many tools, whatever techniques that can create better experiences for the audiences” can be regarded as innovation. When being asked about technology, Solaris stated that “most of the new things come from technology. There are a lot of potentials about technology.” However, “the fact that event organizers apply advanced technology does not mean that they are innovating”. Merely when organizers “use technology strategically to create better experiences, that’s when we call technology is innovation”. He also believed that the way we use concepts associating with technology can make the event more

innovative. Even though Solaris did not provide any universal innovation, he took mobile app as an example of the innovative tool that he valued the most. As mobile app allows the speaker/event organizer to “adapt what the audiences are asking for at the event”; also, “it helps the audiences to interact together much more easily”. The applications can enable organizers to save huge cost and time in producing events while still provide valuable experiences for themselves and the audiences. Julius Solaris indicated that innovations can be applied in any stage of event from planning to evaluation; although “some stages of event can be more benefit than others”. According to the Italian talent, promotion phase and during the event are the periods which benefit the most from innovations. However, “you can try different tools; do different things in every stage”. The key point is “if the planner really wants to experience new things. If you are ready for it you can immediately make it happen.” he added. In terms of evaluation, Solaris believed that most of people today do not care about survey or question forms. That is why he suggested social media as the best solution for evaluating events. “You are able to find feedback for your events on social media without even asking them.” The participants’ opinions can be founded on many discussion groups on Facebook or Twitter, for instance. The important thing is “the ability of the planner to search for the discussion of audiences and collect them as feedback.”

Jessica Minh Anh

Ms. Minh Anh is the managing director of J Model Management, a global fashion event organizer based in Paris, France and London, UK. She possesses remarkable experiences in producing fashion phenomena around the world. The interview was conducted via Skype.

Jessica Minh Anh has taken advantages of the unique Venues, her exclusive VIP Guests list and the speed in operation as the innovative features for most of her Fashion events. Those elements altogether enable her to show the world new unique shows/things that nobody has ever done before, which is innovation in her point of view. In addition, she takes revenues, PR coverage level, and clients’ satisfaction into account for evaluating her innovative events. In general, I have failed to collect sufficient data from Jessica Minh Anh. The interview went well yet I was not able to match her ideas to the theoretical framework. Majority of her opinions on innovation are unique and highly personal, which are solely applicable for a limited number of events.

Osnat Mangs

Ms. Mangs is the CEO of Sister & Company Oy, the famous and successful event company in Helsinki, Finland. Like Mr. Le, she also has numerous experiences in organizing events with various size and types. The interview was conducted via phone call.

Osnat Mangs' understands innovation application as "the ability to think outside the box to combine different elements from various fields and create something new" for her events. She also recommended technology and concept as the most valuable uses for innovative events. She revealed that "we use a lot of new technology, new ways of bringing the content to the audiences. She highly valued technical solutions that she and her team had developed for the customers. As she believed that the solutions had enable her customers and participants to "network, interact, and learn more easily and nicely at the event". However, Mangs also noted that "technicality is just a mean; there is always a concept behind any techniques." "The most interesting solution that we built for the customers is new model of concept of mobile phone base for networking". In general, the most valuable innovative method needs to be able to allow organizers to "implement in a new and creative way to network and interact with customers and participants in the event." For selecting the proper creative applications and satisfying clients, Osnat Mangs and her team always focus on the customers' needs and objectives. "Sometimes we have to consider what clients want. Focusing on the solution for clients' business is more important than putting innovation in every detail of the event." However, "we always try to be as much innovative as we can. We have to be innovative to compete with the competitors." The CEO believed that "what is well-planned is half done". In other words, she thought that planning was the most important and innovative part of the whole process; while the execution is not that creative any more if you plan very well at the beginning". According to Mangs, innovative methods can also be applied in PR/marketing phase. She gave the example of sending the invitations to the participants. Along with creative ideas in designing the invitation, the organizer can also send the invitation online or offline to raise the awareness of the participants toward the event.

5.3 Data analysis & findings

After describe the information collected from two research methods above, this part will illustrate, in sum, my analysis on those data and important findings for the thesis. The information from observation process will be explained first.

Observation contributions to the research

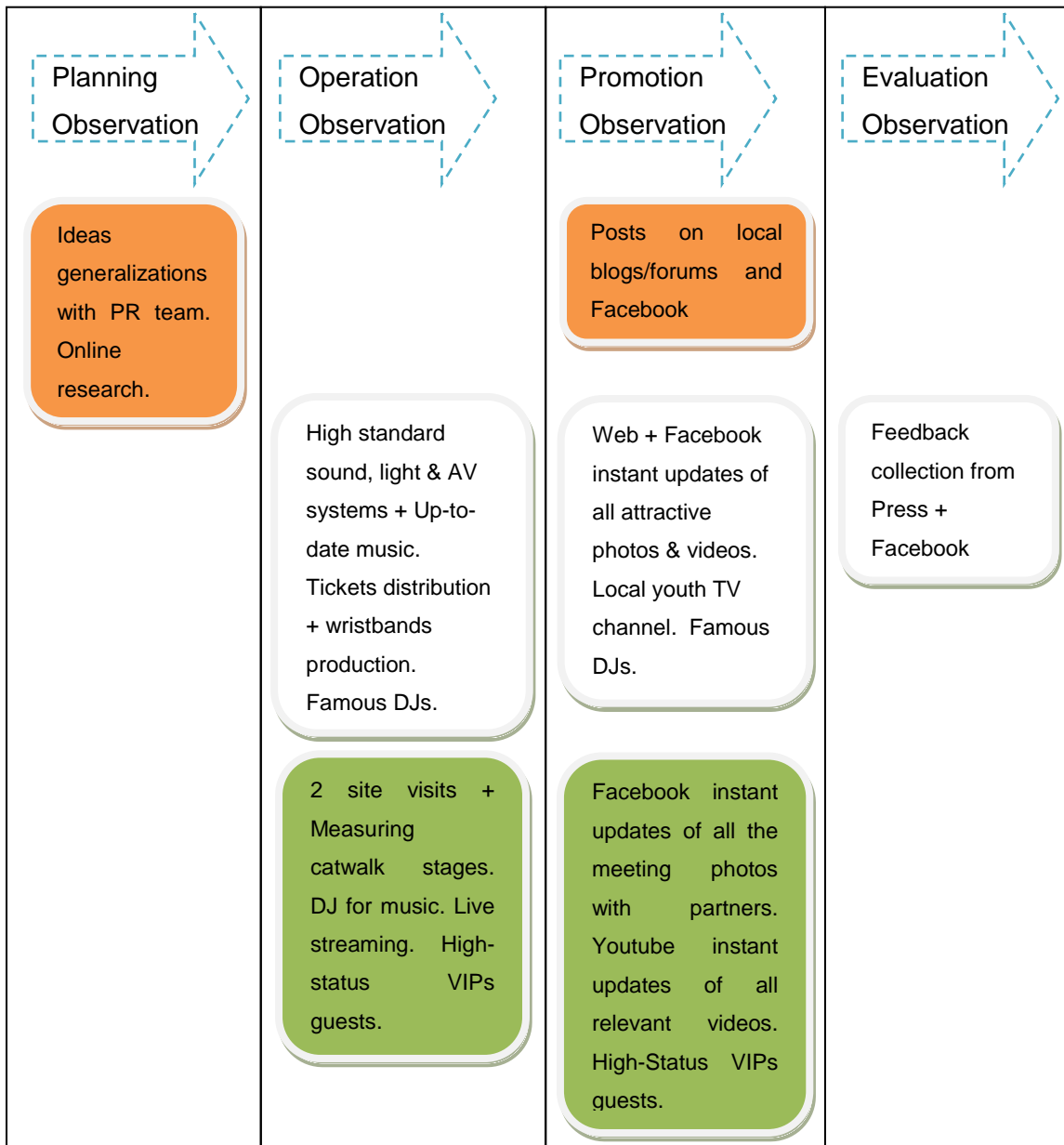


FIGURE 3. Innovation observation map corresponding to 4 project's phases

Figure 3 describes in details what I had observed in each event's stage regarding innovative techniques applied. All the applications have been paid attention to and

written down during the organizing process. Note that the figure only indicates the details which are related to innovation in the projects based on my assessments.

As can be seen from the Figure 3, the most popular method applied in planning process is ideas generalization. During innovative operation process, technology and special guests play the integral functions; while taking advantage social media can be regarded as the best innovation for both promotion and evaluation phases. Therefore, ideas generalization, tangible technology, special guests and social media are the most valuable innovations in event management according to observation method.

Assume that:

- Orange represents Bepanthen External Event - 10 years Anniversary
- White stands for Escape Party 2013 – Summer Dance Music Festival
- Green is J Autumn Fashion Show 2014 on the Eiffel Tower

In general, technology, special guests and social media might be three of the most critical elements in events' success. However, according to the writer's experiences, the idea generalization method is merely applied in one project (Bepanthen). Additionally, the writer did not participate in the event to observe and confirm if the plan was followed or changed. The idea generalization in particular and innovative planning methods in general, therefore, will be reconsidered and verified through interview data analysis.

As a brief conclusion after interview process, Table 4 summarizes different opinions from three professionals in events industry. As mentioned, I was failed to collect useful opinions from Jessica Minh Anh; her points of view will not be analyzed in the research.

According to Table 4, interview research discloses a favourable choice towards technology, extraordinary concept, and social media as helpful innovative techniques. When mentioning innovation techniques, all the experts chose technology while two out of three professionals agreed on conceptualization and social media. Le Truong Son and Julius Solaris had the same opinion that innovative techniques can be applied in any phase of the organization process while Osnat Mangs believed that planning and promotion phases are the only sections that innovations can fit in. Each profession possesses quite different objectives when making use of innovation applications, yet share the same concentration on the attendees.

Interviews contribution to the research

TABLE 4. Core information collected from experts interviews

Interviewee/ questions	Son Le	Julius Solaris	Osnat Mangs
Innovation Applications	Conceptualization, Technology, Guests, Social Media.	Technology, Social Media, Any methods bringing better experiences and new values.	Conceptualization, Technology, Any creative methods combining successfully different elements from many fields
Importance of the applications	Provide fresh/new experiences for audiences	Save cost and time, Create new values for either organizers or attendees.	Satisfy customers and attendees, Increase interaction during the events
Applied phases	Planning Production Promotion Evaluation	Planning Production Promotion Evaluation	Planning Promotion

5.4 Trustworthiness and Validity of the research

The reliability and validity of the research are qualified when its credibility, consistency and transferability are well adapted (Merriam 2009, 213).

The credibility focuses on the realistic application of the findings to the real life (Merriam 2009, 213). As all the innovative methods found during the academic studying and researching as well as the practical training of the investigator have been applied in the reality and confirmed by the event experts. The credibility of the research, therefore, can be regarded adaptable. As long as the study's findings are consistent with the discussed data in the research, the findings can be trusted (Merriam 2009, 222). The consistency of all the information on innovative techniques applied in each step events has been followed strictly from the first to the last chapters. There is no doubt in consistency of the study. The transferability refers to the possibilities for the discovery to be widely applied in various cases (Merriam 2009, 223). As mentioned, events are diverse and constantly

changing. Thus, focusing and promoting the short-term applications will merely depreciate the researcher's effort. As a result, solely dynamic innovative methods are concentrated which at least can be taken advantage of as well as developed in a long-term process. However, the limited types of research projects along with the general answers from majority of experts do not allow the information to be applied in wide range of event types. Therefore, the study's transferability is merely partially achieved.

The research outcomes apparently qualified the consistency and credibility requirements, yet a bit far to achieve the transferability condition to become completely valid and reliable. However, for specific types of events such as fashion, music festival or co-operate events, the outcomes can be totally trusted.

6 CONCLUSION & DISCUSSION

The last chapter illuminates main conclusions for the whole thesis after analyzing data in the previous parts. Moreover, some discussions from my point of view on limitation, improvements and development idea will also be mentioned.

6.1 Conclusion

The findings' objectives allow the investigator to ascertain the correct answer for research sub-questions.

The most valuable methods for innovation applications

Ideas generalization

Building innovative concept based on many different ideas. The planner's altitude and attitude towards new techniques can also sharply influence the concept's quality.

Technology (tangible and intangible)

The findings about technology were significantly widened and highly determined after the research. Tangible technology includes sound system (speaker, microphone...), lighting system (lights, lamps...) and AV equipment (projectors, LED screen...) while intangible ones are social media and mobile application.

Making use of special guests

Majority of events require good images and public attention for success. The easiest way to drag people to the events is inviting well-known and high-status guests. The influential people have been enhanced the power of effecting community for numerous event organizations.

Method applications in events management

Table 5 provides a bird-view look on the innovative applications indicated above.

- Ideas generalization techniques patently can solely be used in planning process of any types of event where the planner creates some potential concepts then discusses with the other members to improve and choose the optimum plan. The process of building initial concept can be flexible depending on the various

working methods of planners in different companies. Nonetheless, for optimizing the innovation for the event, the ideas generalizing tasks need to be implemented including: researching, collecting and combining diverse ideas, and feasible considering and discussing.

TABLE 5. A bird-view description about innovation methods used in different events

	Event Phase	Event Period	Event Types	Core elements
Ideas Generalization	Planning	Before	All the types	Researching Combining ideas Discussing
Tangible Technology	Operation	During	All the types	High-quality technical equipment
Intangible Technology	All the phase	Before During After	Leisure/Sport Organizational Culture	Mobile Apps Social Media
Special guests	Promotion	Before During After	Leisure/Sport Organizational Culture	Reputation High Social status

- Tangible technology applied during the events consisting of following equipment: speakers, microphones, projectors, LED screen, LED lamps and other ancillary devices. Regardless the fact that the equipment themselves are not considered as innovative tools today, they have been still used to elevate numerous innovative concepts in million of events. The application of the tangible technology, therefore, can be quite simple when the devices merely need to be controlled conforming to the specific innovative activities in the event.
- Intangible technology might be more complex in adapting and controlling. The innovative technological tools explored from this thesis are mobile apps and

social media. Mobile apps can be designed for any types of event based on the concept and activities' content. The application is normally software installed in smart phones or iPads for convenient-use before, during, and after the event. The software is coded and created by digital staffs and uploaded to the application stores on the internet such that it can be downloaded and used by the audiences. Sometimes, the applications can be installed in organization's mobile devices which are given to the participants to use during the events. In order to achieve success, the organizer should ensure that the app's content is highly relevant to event concept and target customer. In terms of social media, Facebook and Twitter are the most popular channels for approaching huge amount of audiences without spending any buck. The method can be applied in all the stages of any event's kinds. Besides, gathering data on an event's Facebook or Twitter page will allow the organizer to determine audiences' interest through their feedback and backgrounds so as to improve customer services at the event. In addition, events can be widely informed on Facebook instead of advertising on TV or spreading leaflets which attracts low attention and costs more money. Social media can be applied in many creative ways mainly for enhancing relationship with companies' audiences/clients better and faster with very low budget.

- Making use of special guests in events has been very encouraged in many events in recent times. The objectives for deploying guests' image and performances include elevating event's image and reputation, attracting audiences coming to events, promoting for events, strengthening professional network between organizers and guests, and satisfying participants. The methods in using guests' image and performances can be different depending on the objective, budget and concept of the event. Normally, the special guests solely appear during the events yet the benefits achieving from them can be seen before, during and after the event thoroughly the Promotion process of the project.

By discovering three dynamic innovative methods and their application techniques, I did not find any difficult in reaching final answer to the main research question about transforming innovative concepts to reality. For organizing an innovative event successfully, the chosen concept is described in a feasible executive plan including main activities for/in the event that express the core concept. The activities apparently require various innovative techniques which suppose to be applied during the operation

and promotion process according to the plan. Before the event, internal evaluation of applications should be conducted briefly to ensure the feasibility and potential success. In some unpleasant cases, the main activities/innovative tools need to be changed or replaced completely strategically; ideas generalization method then might be applied promptly by the entire team. In a better scenario when the application test shows the positive result, the techniques will be consequently used during the event. Finally, a detailed evaluation process will be implemented after the event for assessing the values of innovative concepts and methods for future improvements.

6.2 Discussion

I would like to firstly discuss about the limitation of the thesis and research process before giving the ways or improvements for the thesis along with development idea. To be honest, I do not find any limitation in the theoretical framework that I have built. For the research process, I found below three disadvantages

- Data shortage from Jessica Minh Anh: due to her highly personal answer, I could not apply her opinions for any reproduction purpose.
- The lack of specific information from experts: Julius Solaris obviously could not give any specific answers in any event as he does not directly organize any event. Osnat Mangs works mostly based on the clients' requirements. The clients' types of business might be different; thus, it is hard to choose any brand to promote/talk about. Even though Le Truong Son provided quite detailed information yet he also did not discuss about any other brand except for Escape Party which is founded and organized by the company that he works for.
- The lack of information from American experts: as event industry in one region will be different from another one, I am convinced. The industry in America develops especially fast; and the way people in America work also differs from European or Asian. Collecting their opinions may enable me to understand more widely about innovation in the event industry in the world, so that my findings will be more universal and can be applied in a wider range.

The improvement for above limitation, in my opinion, is the doing additional research which is focus group interview where audiences can express their specific opinions about each innovative technique. Considering innovation applications in the audiences' shoes allows me to 100% ensure about the values of each innovative method. The audiences may not be able to provide me with the exact methods used in events, yet I

based on the opinions from the attendees, I may have a chance to develop an innovative evaluation way for events.

After conducting the researches and analyzing the findings, I have learned that

- There are three dynamic innovative methods which can be used in majority of events. I did not recognize those methods before the research.
- The event planner also needs to understand about technology as it will help them to choose the right technical solutions for the content during planning process. As before the research I did not have much knowledge about technology used in event. I thought that technology was the responsibility of event executives, and a planner should not know much about it.

I also come up with very interesting development idea after the research which contains three conditions for success in an innovative event. In order to achieve success, the event should achieve three out of three conditions below

- The event must be able to create new/better experience for either participants or event staffs. People coming to event mainly to enjoy; they basically do not wish to buy any product. The only product sold in an event is experience. Therefore, if an innovative event could not bring any new or better experiences for the attendees, the event should not be regarded as successful. However, the experiences can be quite similar in some co-operate events. In this case, in order to be innovative, the organizers should focus the experiences in producing events for their staffs in order to save time, costs or gain convenience, for example.
- At least one dynamic innovative method has to be applied in the event. Indeed, there is no successful event without a good content; it is patently that events need extraordinary concepts to 'Wow' participants. In case the content is repeated and ordinary, the advanced technology or famous people should be focused on to drag the attention of the audiences.
- The event needs to bring higher or at least the same profit for the organizer when new application is used. All the excitement and dynamic innovative elements will be considered as wastes if the organizers lose their profits. In case the new innovative methods could not raise the revenue, they at least should

maintain the same profits that companies achieved in the previous events. Otherwise, application of the innovations will be completely a headache.

In conclusion, events industry is instable where various projects are planned and operated differently to achieve events' objectives and satisfy accurate customers. Furthermore, technology has been developing rapidly recently; and any new working methods applied successfully in events can be regarded as an innovation. Therefore, thanks to mere three dynamic innovative methods – ideas generalization, technology and making use of special guests – other billion tools can be created to build extraordinary concepts and organize noticeable events. Considering that event producers are sufficiently creative and effective in applying the applications, all the innovative concepts will be transformed to reality successfully.

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APPENDICES

Appendix 1 Interview questions for Julius Solaris

1. How do you define innovation in event management?

2. Is tech is an innovation? Is it important in events?
3. In your opinion, what are the most valuable innovations applied in most of the events?
4. What kind of innovation you like the most currently and in the future?
5. How do innovation applications support to an event's success?
6. Which stages of the organizing process are these innovations applied in?
7. Which stage we can achieve the most benefits from innovations?
8. What do you implement the methods in evaluation process?
9. Besides getting feedback of audiences from social media, is there any other way to evaluate the innovative event?

Appendix 2 Interview questions for Son Truong Le (some in Vietnamese)

1. How do you define Innovation in Event Management? Rate the importance of innovation to an event's success from 1-10 (10: extremely important)
2. What size and kind of events are you organizing?
3. How innovative are your events?
4. What are the most valuable innovations applied in most kinds of your events?
5. Why do you choose those innovations for your events?
6. In the events you've organized, which stages of the organizing process are these innovations applied in?
7. How do you manage an innovative concept to turn your event to a success?
8. How do you think about innovation applications in events evaluation?
9. Trong quá trình planning, làm cách nào anh có thể combine những ý tưởng để tạo ra 1 concept sáng tạo cho Escape (anh có thể lấy ví dụ của Escape party thành công nhất mà anh tổ chức)? Translate: During planning process, how can you combine many ideas to create an innovative concept for Escape (you may take the example of the most successful Escape Party you've organized)?
10. Về phần evaluation, theo anh, cách thức nào sáng tạo và hiệu quả nhất để gather feedback của khán giả về event của mình? Translate: In evaluation process, from your point of view, what is the most creative and effective way in gathering audiences' feedback about your events?

Appendix 3 Interview questions for Jessica Minh Anh

1. How do you define innovation in events management? What is Innovation generally, in your opinions?
2. How do you think your events are innovative?

3. Why do you choose Venues, Guests list or operation speed as the innovative features in your shows?
4. Do you apply any innovative methods in your PR process?
5. What about your planning process? How do you implement?
6. How do you evaluate your event's success?
7. How do the venues facilitate your events? How do you make use of the venue in order for your events to be successful?

Appendix 4 Interview questions for Osnat Mangs

1. How do you define innovation in event management?
2. What kinds and size of event are you organizing?
3. How innovative are your events? Are they extremely innovative or average innovative?
4. Problems happen all the time. Do you think that is it possible to be innovative during the events when handling problems?
5. In your opinion what are the most valuable creative applications used in your events?
6. The way you use technology in your event is even more important than the technology itself. Am I correct?
7. Which stage of the organizing process, the creative applications can be used?
8. What about PR and marketing process, do you apply any creative methods?
9. What do you think is the best creative tools that you have been using for evaluating your events?