Organization and implementation of International Wappu Bonanza 2015 – An event as a marketing tool

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Event marketing has become more popular and used as marketing method over the past several years. As traditional means of marketing do not always reach the desired audience in the information overflow of today, companies and other organizations have to look for alternative tactics. Events can be used to build the reputation of an organization, as they provide a chance to meet the target audience face-to-face. This helps to create personal, unique experiences that leave lasting memories. Benefits of utilizing events as marketing tools include having control over messages sent regarding the event, the possibility to set measurable objectives, to ability to define target audiences, and the possibilities provided for personal communication.

This thesis offers an overview of planning and implementation process of an event that was used for marketing purposes. The event, "International Wappu Bonanza 2015," was organized on 24 April 2015 as cooperation of eight student associations and activity groups, and was part of the annual HELGA 8 Day May Day event assembly. This work covers the main steps of the event's organization, with a focus on how the event was designed for marketing the Erasmus Student Network and the social responsibility program of it, SocialErasmus. The objective of the thesis is to define the key elements that affected the success of the event, evaluate the success of the event, both in itself and as a marketing activity, and provide suggestions for improvement that the organizers can utilize in the organization of future events.

This is a procedural thesis and relies on information gathered during the event's organization and on feedback from participants, which was collected with a questionnaire conducted after the event in April 2015. The theoretical framework supporting the procedural findings consists of event marketing, as well as event and project management literature.

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1   Introduction

This thesis is based on the planning and implementation of the event International Wappu Bonanza 2015, which was an event organized by student organizations ESN HELGA, IDS HELGA and AIESEC Haaga-Helia in cooperation with ESN Uni Helsinki, ESN Metropolia and ESN Aalto. The event took place on Friday 24 April 2015 in Karhupuisto, Helsinki, Finland. It was organized for students in Helsinki area, mainly students of Haaga-Helia University of Applied Sciences, and it was part of HELGA 8 Day May Day, which is an annual event rally, coordinated by the student union HELGA, culminating yearly in May Day festivities on 1 May.

The focus of the thesis is on the efforts taken to make the event successful and the use of the event for marketing Erasmus Student Network (ESN) and their program SocialEras-mus. The idea for the event and the thesis was initiated by ESN HELGA, a local section of the international student organization Erasmus Student Network operating at Haaga-Helia University of Applied Sciences. The perspective of event marketing derives from ESN HELGA's wish for creating the event to promote ESN and SocialErasmus. Event market-ing is combining marketing and events. It has become more popular and used method of marketing. Companies – and other organizations – have started to look for different alter-natives as the opinions of consumers and general public are becoming more and more affected by comments and critiques on internet and social media, and other sources not controlled directly by the organization (Vallo & Häyrinen 2012, 19).

As Shone and Parry (2013, 166) acknowledge, "the business of getting an event ready involves considerable time, effort and hard work". If an event is organized without putting enough effort into it, the organizer faces the risk of harming their reputation. In an event, the audience encounters the organization personally. Poorly functioning event will leave a negative imprint in the audience's mind which will reflect to the organization. Well orga-nized event on contrary can have a long-lasting positive impact. Essentially, an event is a unique chance to encounter another person and the strength of events in marketing lies in their ability to deliver a certain kind of emotion and experience to the participant (Erasmus Student Network 2011, 75; Vallo & Häyrinen 2012, 11, 27).

This thesis analyses these issues in the case of the organized event, the Bonanza. The phases of producing the event are reported, and success of the event components is evaluated separately and as a whole, whilst giving recommendations how the event could be improved.

1.1 Background

The initial spark for the commission and topic of this thesis emerged in November 2014. I had been looking for a topic preferably related to corporate social responsibility, sustainability or other responsibility matters. At the time, I was an active tutor for ESN HELGA, an activity group organizing free time activities and tutoring for exchange students of Haaga-Helia University of Applied Sciences (HELGA 2015b). At one of the tutor meetings we were introduced the social responsibility program of Erasmus Student Network (ESN), SocialErasmus (SE), and told how ESN HELGA had not been active in organizing related activities yet, and I saw an opportunity for development. The program seemed interesting and was more or less in the area of my professional interest. I discussed with the president and vice-president of the ESN HELGA's board of that time, and inquired if they would be interested having me to do something related to SocialErasmus for them as my thesis. They appreciated this offer and we soon agreed that I would organize one or more SE activities during the next semester (Spring 2015), focusing on the event organized annually by ESN HELGA in cooperation with IDS HELGA and AIESEC H-H for the HELGA 8 Day May Day. Later on this "international Vappu event" was specified as the commissioned product and the thesis was supposed to report the event production process. The idea was to help launch SE at ESN HELGA by making this event SE themed. My task was to act as the project manager for organizing the event and take the lead in preparations and coordinate the cooperation between the involved student organizations. At the same time, as I took this event as my responsibility and thesis topic, I was asked to become the local SocialErasmus coordinator for ESN HELGA, which was a role that I gladly took as it supported my thesis project and offered me a great additional chance professionally.

1.1.1 Commission

The commissioner of the thesis is Erasmus Student Network Finland ry (ESN Finland), the national level of Erasmus Student Network in Finland. ESN Finland consists of all the local sections of ESN – including ESN HELGA, the section operating at Haaga-Helia University of Applied Sciences – that elect the members of the national board. Even though the initiative for the commission came from ESN HELGA and the project was mainly supervised and supported on local level by them, ESN HELGA could not act as the official commissioner for my thesis as it operates under the local student union HELGA and is not an independent, registered association in Finland itself. However, ESN Finland was still a very logical commissioner as also other local ESN sections joined to organize the event and much of the guiding material actually came from the national and international level.

1.1.2 Erasmus Student Network

ESN HELGA, the initiator of the thesis commission, represents the local level of the Erasmus Student Network. The Erasmus Student Network (ESN) is a non-profit international student organization and it is currently the biggest student association in Europe (Erasmus Student Network 2015a; Erasmus Student Network 2015c). ESN operates under the principle of "Students Helping Students" and aims to "represent international students, thus provide opportunities for cultural understanding and self-development" (Erasmus Student Network 2015a). ESN operates on three levels: international (ESN International), national (for example, ESN Finland) and local level (for example, ESN HELGA) (Erasmus Student Network 2015c). The network consists of 37 countries and 482 local sections (Erasmus Student Network 2015b).

The main focus of ESN is on current exchange students. ESN offers help in academic, social and practical integration process. This is mainly done through activities in the local sections, which include cultural and social. (Erasmus Student Network 2015a) As a local section, ESN HELGA does all this for the incoming exchange students of Haaga-Helia. The actions are guided and initiated by the local board, which is elected by the members of ESN HELGA. The members consist of current active tutors for ESN HELGA and other so called "active members", who are mainly former tutors who have wanted to continue their involvement even after completing their 1-year "job" as tutor. People involved actively with ESN – members of sections, tutors, board members etc. – are often referred commonly as ESNers, which is a term that I will also use throughout the thesis. The tutors form the base for ESN HELGA's operations: tutors help the incoming exchange students to adjust in Finland offering cultural and emotional advice and support alongside with practical help. Each tutor is assigned a small group of exchange students, that he/she is responsible of guiding. In addition to this personal tutoring, the tutors and active members organize variety of events and activities for the exchange students each semester. The activities vary from visits to cultural sites and attractions such as the Nuuksio national park and Suomenlinna to movie nights, sports tournaments and parties.

1.2 The product: International Wappu Bonanza 2015 – a SocialErasmus themed event during HELGA 8 Day May Day

The event "International Wappu Bonanza 2015" (referred in the future as just the Bonanza), the product of my thesis project, differed from the other activities traditionally organized by ESN HELGA. Usually the target group for the activities are the exchange students of Haaga-Helia, but the Bonanza was aimed at all students of Haaga-Helia, i.e. Finnish and international degree students and the exchange students equally. The event

was in addition targeted to all ESNers and exchange students in Helsinki area, as well as local students in the universities whose ESN sections were in the organizing team and all students taking part in the HELGA 8 Day May Day. Also the amount of cross-organizational cooperation that occurred in the Bonanza was untypically extensive. ESN HELGA does cooperate with the two other main organizers of the Bonanza, IDS HELGA, which represents the international degree students at Haaga-Helia and AIESEC Haaga-Helia (AIESEC H-H), frequently as together they form the International Division of HELGA, and organize annually the international day of HELGA 8 Day May Day. Also cooperation with the other local ESN sections in Helsinki – ESN Uni Helsinki, ESN Metropolia and ESN Aalto – is not uncommon, but tends focus more on organizing common parties for the exchange students. All in all, organizing the Bonanza as a cooperation of all these student associations was a rather rare occasion, at least so far.

The Bonanza was constructed around the theme of "SocialErasmus". SocialErasmus (SE) is an international project of the Erasmus Student Network that encompasses original values of the Erasmus program. It aims to promote "a social attitude among international students" and facilitate "their social integration into the local community" (ESN 2015). The ESN's Section Guide tells that "SocialErasmus was started in 2008 by ESN Poland to give the international students opportunity to volunteer helping local communities and engaging in a broader cross-cultural communication beyond meeting other students in their host universities" (Erasmus Student Network 2011, 179). On the local, practical level the idea is to get the exchange students to engage in volunteering activities that benefit the local community, such as bake sales for charity, planting trees and visiting hospitals or elderly homes. The exchange students come in touch with the locals in their host country and get a chance to expand their knowledge of other cultures through the SE activities.

The event itself took place on Friday 24 April 2015 in Kallio, Helsinki, Finland and the basic concept was a checkpoint rally, which is a concept used widely in student events. The event was in Kallio within area of a few parks that are close by each other. The checkpoints were located in the parks Karhupuisto, Pengerpuisto and Alli Tryggin puisto, except for one checkpoint which was held in side the campus building of Helsinki Metropolia University of Applied Sciences next to one of the parks. The checkpoint rally idea is explained in detail later.

1.3 Objectives

The thesis is about the planning and implementation process of a product: the event "International Wappu Bonanza 2015". The following objectives were set for the project:

1. More visibility and interest for ESN among the students of Haaga-Helia University of Applied Sciences
2. Creating a successful SocialErasmus event to launch the program at ESN HELGA
3. 300 participants at International Wappu Bonanza
4. Establishing better organization of the annual international day in HELGA 8 Day May Day
5. Creating a thesis report, other material and good practices that can be utilized in the future organizing similar events by ESN HELGA

The objectives for the event come from the different stakeholders in the project. The objectives for the event set by ESN HELGA are to gain more visibility and interest for ESN among the students in Haaga-Helia and in HELGA, and to engage the current exchange students. As a SocialErasmus activity the event has an objective to succeed in creating interaction between the international and local students and local community as having direct interaction between international students and members of the local community is one of main features of SocialErasmus. In addition, the organizing team set a goal of 300 participants.

There are two main developmental problems involved, which also are reflected in the objectives. These development aims are gaining foothold for SocialErasmus and developing the international day in HELGA 8 day May Day. SocialErasmus has not really been actively taken into ESN HELGA's activity program yet, and with this project SocialErasmus can be in a way "launched" at ESN HELGA. The situation is similar in the ESN sections Finland-wide. Building the International Wappu Bonanza around the theme of SocialErasmus and organizing the event in cooperation of several local ESN sections in Helsinki area, it is possible to create a bigger scale SE event that hopefully will gain good visibility for the program.

The second developmental aspect is that in previous years the international day of the HELGA 8 Day May Day has not been very successful. For example, last year the participation was low and the event preparations were done very last minute. With creating the Bonanza as a thesis product and the analysis and reporting the aim is to establish good practices and guidance for the coming years.

1.4   Scope

The report will record the most important issues related organizing this event. The thesis includes several focal themes, but the focus is on the key issues that emerged in the pro-

cess. I am not aiming to encompass all the aspects of these themes and go to in-depth analysis or too deeply in the theory, but to bring out what was critical in case of this event, which is the idea of a product-oriented thesis.The thesis will include reporting the planning and implementation of the event and evaluation and analysis of the success of the event itself and its creation process, with the focus on the evaluation and analysis. The reporting and analysis is mostly done from point of view of event marketing. This focus arises from the primary objective of the event: using the event as a marketing tool for creating interest for ESN.

1.5   Structure of the thesis

This thesis is a procedural and therefore I have used the zipper method. Instead of including a designated chapter for the theoretical framework and a chapter for empirical part, with this method, the key findings and issues will be linked to the relevant theories side-by-side when reporting them. The theoretical framework has been used as a base for the decisions in the event creation process. It is also used to help with the analysis and evaluation and to bring flavour in the discussion. In analysis I have used theory and guidebooks as a way to benchmark the decisions and to find solutions for the encountered problems and ideas for improving the results.

The thesis has been divided to parts by main themes and issues, reporting the phases and decisions in the event organization process relating to each theme in relevant part. This structural approach was the best in my opinion to support the focus of the thesis on the critical analysis. I initially planned to construct the report so that there would have been a part for the background of the event, a part for reporting the planning and implementation process in step-by-step manner and a separate part for the evaluation. However, as the process went on and my thinking progressed, I realized I wanted to focus more on analysis and evaluation than reporting, and this approach did not leave as much room for it as I hoped. Therefore I decided to go with more thematised structure and carry the analysis and evaluation along throughout the thesis report.

The theoretical framework consists of event management and non-profit marketing literature as well as literature and articles in the area of event and social media marketing. I relied especially on Vallo and Häyrinen's book "Tapahtuma on tilaisuus" (freely in English: "Event is an opportunity". While still formulating my approach for the thesis topic, I looked into previously made theses relating to events, and noticed that this book had been cited frequently, which confirmed its validity and gave me confidence to rely on it as my primary source for event organizing guidance. The book proved to be very useful also for this kind

of smaller scale event and in the local, Finnish, context. I did not find the event management literature in English nearly as helpful as majority of these books looked into the matter from event business point of view and this approach was not applicable in most occasions in the case of Bonanza.

Besides relevant literature and articles on event management and marketing available online and through the local and school libraries, I have used widely resources provided by Erasmus Student Network, such as different guidelines and reports, for support and base for my decisions in the event implementation process. Some of the ESN materials have been retrieved from the public web pages, and some from the ESN Galaxy and its wiki. ESN Galaxy is an intranet that contains material for the local sections and to which I had access as the Local SocialErasmus coordinator. The commissioner, ESN Finland, approved the use of these materials and assured that they contain no confidential information that could not be published in the thesis, and therefore I have been able to use and cite all the internal materials freely.

1.6   Methods

This thesis is a product-oriented thesis focusing on reporting the planning and implementation, as well as evaluation, of the end product, the event "International Wappu Bonanza 2015". Compared with research-oriented thesis, a product-oriented thesis typically has more practical approach and the thesis is "a report describing the product and the process of its creation" (Haaga-Helia 2014, 15). This orientation has naturally a direct effect on the chosen methodology for the thesis, both in terms of research approach and data collection methods.

1.6.1   Research approach

In a procedural thesis, it is not absolutely necessary to use actual research methods (Vilkka & Airaksinen 2003, 56). Also my approach has been not to focus on diligent use of some established research method. With procedural approach I have been able to focus on describing the main issues organizing the event and evaluating it. The cornerstone for the thesis is my own critical thinking and analysis, supported by the theoretical background and feedback from the others involved in the project.

However, I have also partly followed and implemented methodology of action research to keep track of and analyse my own learning process throughout the project, in addition to using it to better analyse the developmental aspect of the project. Nonetheless, my goal has not been to focus on this aspect and religiously follow the methods, but to use them

as a support and as a helpful tool to develop my analytical skills. The methods of action research fit well in this thesis, as action research occurs in situations where "people reflect and improve (or develop) their own work - - by tightly interlinking their reflection and action", where the experience is made public "not only to the other participants but also to other persons interested" and where there is "data-gathering by participants themselves [and] participation in decision making" (McNiff & Whitehead 2001, 24-25). By this definition of action research, my thesis project could be categorized as action research, as reflection and action form the core of the thesis and I was myself involved in the project and decision making as the project manager and the data was gathered by me with help of the other in the project team. However, in reality, I have not followed the practices of this research type so diligently and extensively that I would call it action research. Nonetheless, familiarizing with action research has given me many tools that have helped with the analysis and evaluation of the project, as also in action research the reflection on action is critical (McNiff & Whitehead 2001, 18).

Action research can be seen as spiral of steps that include planning, fact-finding and execution, which can be visualized as an action-reflection cycle as in Figure 1. (McNiff & Whitehead 2001, 41). This cycle also describes the process and connection of the implementation and evaluation for this thesis. As by principles of action research, I also evaluate the validity of my findings by comparing them to the existing theory and literature.
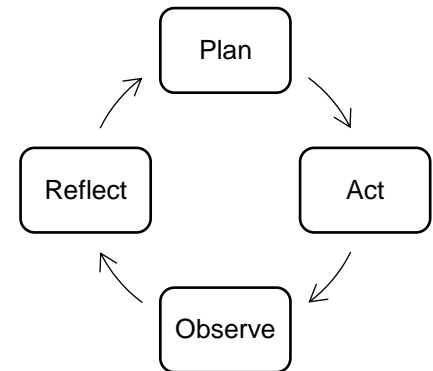
Figure 1. Action-refection cycle (McNiff & Whitehead 2001, 40)

In action research the research questions usually are formed as 'How do I…?' (McNiff & Whitehead 2001, 92-93). Based on this, the main research question in this thesis can be defined as 'How do I make the International Wappu Bonanza a successful event that meets the objectives and needs of the stakeholders?' In addition, as with a bachelor's thesis one is supposed to learn and develop professionally and also reflect on this in the final report, my secondary research question is: 'How do I improve my professional skills in the area of event and project management?'

1.6.2   Data collection

Even though in a product-based, procedural thesis the research approach and methods are in less central role, and use of them is more relaxed than in a research-oriented the-

sis, the data collection methods used in both type of theses can be the same (Vilkka & Airaksinen 2003).

The main data collection method used was a working diary I kept since the beginning of the process. As Vilkka and Airaksinen (2003, 19) point out in their guide for procedural thesis makers, a diary will act as "one's memory" and is a good method for any kind of thesis for tracking the process and analysing the learning process, but I see that keeping one is especially crucial in product-based theses, such as mine, where it would be impossible to rely on memory with the details of the product creation process. Diaries are also a technique used in action research and valued as source of data as they project development both in action and in thinking, allowing documentation of learning and changes in perception (McNiff & Whitehead 2001, 94). Monitoring action by keeping record of one's thoughts and actions with a diary enables the evaluation of the actions (McNiff & Whitehead 2001, 97).

I recorded in the diary the different steps of the event organization alongside with my own observations and remarks. I also made notes from discussions, meetings and personal communication, both emails etc. and face-to-face, to make record of situations when, for example, the goals for the event and other issues have been discussed and decided. The organizations involved in the event formed a work group right in the beginning of the planning progress, and the discussions and decisions in the meeting of the work group were recorded on separate meeting notes, which were also published in the team's co-operational Facebook group. These notes and memos were an important data source. Collecting an archive of this kind of "reports" is also one of techniques used in action research (McNiff & Whitehead 2001, 95).

In the process of organizing the event, a great amount of material and documents were created, everything from promotional material to safety plans and timelines. I have attached chosen key materials in the appendices. The materials are included to give the reader a fuller overview of the event and its creation process. At the same time, they also served as "archived records" to remind me of the work done in addition to their obvious functional purpose for the event (McNiff & Whitehead 2001, 95). Most of the attachments are in English but to be noted is that some are in Finnish.

I addition to the already mentioned procedural data collection methods, qualitative and quantitative methods were used in collecting information for the evaluation part of the thesis. A feedback survey for the guests was designed and conducted after the event. The survey was not extensive, but it was, however, designed carefully and included both ques-

tions that gave qualitative data (open answer questions) and quantitative data (grading and scale questions) in order to get good quality answers to better evaluate the success of the event and support the recommendations given based on the overall evaluation. Also the members of the event organizing team were asked to give feedback on the general planning and preparation process, on event success, concept, theme and promotion, on my performance as project manager and group work. This feedback was given by email in free format in order to let the organizers to focus on commenting on issues they felt were the most important, and bringing up the main improvement points. For the feedback of the organizers no analysis methods were used, and it was rather used as "a consulting source" (Vilkka & Airaksinen 2003, 64).

Data collection using a questionnaire and emails are typical methods for qualitative and quantitative research, and used often in research-oriented theses. In procedural theses these same research practices are used on basic level in order to secure the quality and integrity of the obtained information. However, the analysis of obtained qualitative data does not have to be as extensive and in-depth as in research-oriented thesis (Vilkka & Airaksinen 2003). I followed these guidelines in my thesis. The questionnaire and the organizers free-format feedback survey were conducted to give the evaluation and recommendations a high-quality base and the analysis was done carefully. The focus was on basic level key figures in the quantitative questions. Also the qualitative data from the feedback and from multiple sources throughout the process was used to support the evaluation and even though it was analysed thoughtfully, I did not analyse it extensively or in depth, or following some specific procedure of qualitative analysing methods.

1.6.3 Feedback questionnaire for the participants

Collecting feedback from visitors of an event is important for knowing how the experience of the participants was, if the goals were reached and what could have been improved. It gives the organizer a chance to learn, and helps improving and making the activities sustainable (Erasmus Student Network ; Vallo & Häyrinen 2012, 184).

For collecting feedback from the participants of the Bonanza, the online questionnaire was constructed using the free tool "Google forms" and published in the Facebook event of the Bonanza next day after the event. The questionnaire was done online to make answering and collecting results easy, which is a clear benefit of online surveys (Vallo & Häyrinen 2012, 185). Other option for collecting written feedback would have been to collect it at the end of the event, as is advised by, for example, Vallo and Häyrinen. However, this option was discarded as impractical, even though it might have resulted in higher response rate.

Bringing feedback forms to an outdoors event did not seem a good option as the partici-pants probably would have found it inconvenient to fill them as there were no tables or such surfaces, especially if the weather had been bad. As an incentive for the participants to answer the questionnaire afterwards, a raffle for one gift card and two discount vouch-ers for Viking Line cruises was held among the respondents.

The full questionnaire can be found in the Appendix 1. The questions were designed to give information on the success of the event and the participant demographics. While forming the questions, I referred to the document "Evaluation of your activity" available in the "Galaxy", ESN intranet, which is meant for planning evaluation of SE and Erasmus in Schools activities. Any collected feedback should be analysed by comparing it to the goals of the event. The answers should give as good view on the success of the event and meeting the set objectives for it as possible (Shone & Parry 2013, 312-314; Vallo & Häyrinen 2012, 184; Vilkka & Airaksinen 2003, 157). The questionnaire was designed to enable this, and the questions were formed considering the event objectives.

As already mentioned the purpose of the questionnaire was to act as support for evalua-tion and it was not by any means extensive or exact enough for to be used as base of an actual research. The amount of responses was 22 out of total 130 visitors, i.e. response rate was 17 %. Most of the respondents were degree students of Haaga-Helia: only two exchange students and one student from Laurea UAS and one from Metropolia answered the survey. This distribution of the responses does not unfortunately represent the actual event participant demographics that well. According to my own observations during the day, the proportions of exchange students and students from Laurea were definitely greater than the questionnaire depicts. Regardless of scarce and undiversified responses, the questionnaire served its purpose. It provided valuable insight to the opinions and per-ception of the visitors and gave ideas for improving the event in the future.

As the questionnaire is not acting as the main research of the thesis, I have not included a designated part for expressing the results. Summary of the multiple choice question an-swers has been attached to the thesis report in Appendix 2. The relevant results are brought up throughout the report in appropriate chapters, including notions from the open questions of the questionnaire.

2   Event as a marketing tool

The main objectives for the event and my thesis project were set before there was a name
or concept for the International Wappu Bonanza or even clarity of the final commissioner.
The president of ESN HELGA's board expressed in our initial discussions about the form
of the project that the main outcomes ESN HELGA wished were to create more interest
and visibility for ESN in general among the students of Haaga-Helia and more visibility
and recognition for ESN HELGA among the student associations operating in Haaga-
Helia, including the student union HELGA, in addition to promoting the social responsibility
program of Erasmus Student Network, SocialErasmus. Simply put, they wished for an
event to be used a marketing tool for promoting ESN (HELGA) and SocialErasmus.

Non-profit organizations, such as ESN and the other involved student associations do not
usually offer products, but services, attitudes, ways of thinking and behavioural models
(Vuokko 2004, 153). Non-profit organizations try to influence their stakeholders or target
groups, and some of the efforts made can be labelled as marketing. Hence, marketing is
not exclusively happening in companies. However, the principles used for "commercial"
marketing should not be applied directly in the non-profit context (Vuokko 2004, 10). As I
looked into the marketing literature, I noticed that the majority of the textbooks available at
the school library focus greatly on for-profit marketing. Even though the general marketing
literature can support non-profit marketing efforts well especially in terms of tactics, the
non-profit background was to be kept in mind all times when creating the Bonanza and
this affected the decisions and delimited the things that needed to be considered (Vuokko
2004, 11).

The use of events in marketing communications is growing as organizations look for alter-
native marketing tactics as traditional means fail to reach the target audience in the infor-
mation overflow of today (Ferdinand & Kitchin 2012, 6; Fill 2013, 561; Vallo & Häyrinen
2012, 19). Use of events for marketing purposes can be summarized into the term event
marketing. It is hard to find a common, universal definition for the term in the literature and
different authors view event marketing to be part of different or several aspects of market-
ing communication. It is seen mostly as part of public relations, but also as part of brand-
ing, sponsorship and, increasingly, as part of sales promotion and personal sales (Arm-
strong & Kotler 2015, 453-454; Bergström & Leppänen 2009, 390; Brassington & Pettitt
2006, 887; Fill 2013, 561; Vallo & Häyrinen 2012, 27). Roughly defined, event marketing
is about "creating a brand-marketing event or serving as sole or participating sponsor of
events created by others" (Armstrong & Kotler 2015, 454). Clearly, in the case of the Bo-
nanza, the aim was to use the event for promotional purposes, i.e. in marketing communi-

cation. But does that make the Bonanza event marketing? According to Vallo and Häyrinen (2012, 20), an event must be planned beforehand, have defined objectives and target group and include an interactive experience to be considered as event marketing. Fulfilling these criteria, the Bonanza can be seen as event marketing.

Essential in event marketing is that it is goal-oriented, aims to build or strengthen the image of the organisation and is interconnected with other (marketing) operations. Vallo and Häyrinen refer mostly to commercial sector and companies, but I think it is equally critical among NGOs that the events are in line with the rest of the marketing communication of the organization and that they are well planned and organized, with clear goals and target audiences. Especially in marketing of non-profit organizations it is vital to consider the unique characteristics of the organization (Vuokko 2004, 10). In the end, all marketing actions, including event marketing, aim to support the key purpose and operations of the organizations. The values and the desired image of the organization should always form the base for marketing communications (Vallo & Häyrinen 2012, 32).

2.1   The base and requirements for International Wappu Bonanza

To keep an event connected and in line with organisation's values, general marketing strategy and operations, one must first naturally be aware of these. As Allen (2002, 4) puts it, an "event planner cannot begin to construct an event without knowing the conditions the foundation is to be built upon". This idea guided also my first steps in the project. Familiarizing with the values of ESN and all other background information that formed the stakeholders' expectations and needs for the Bonanza was essential. This connects back to the set research question as well: 'How do I make the International Wappu Bonanza a successful event that meets the objectives and needs of the stakeholders?' Building the Bonanza started from clarifying what was important to consider as the event was one of Erasmus Student Network's events, the international student associations' day during HELGA 8 Day May Day and a Social Erasmus event all at the same time.

2.1.1   The values of ESN

Non-profit organizations, including the Erasmus Student Network, operate to increase the popularity of their services, the organization or the cause they support or represent. This goal is included in their mission, which reveals the organization's aim to provide some service for a certain target group (Vuokko 2004, 51). In case of ESN, the mission is "to represent international students, thus provide opportunities for cultural understanding and self-development under the principle of Students Helping Students" (Erasmus Student Network 2015a). Also the vision, "enrichment of society through international students",

provides insight into what ESN represents. The local level is the core of ESN because it consists of the local sections that work directly for the well-being of international students, who are the main target group of ESN (Erasmus Student Network 2011, 168). An essential aspect in terms of the scope of ESN's work in general, that was also delimitation for the Bonanza, is that ESN works towards the mentioned goals in Higher Education (Erasmus Student Network 2011, 166). Even if it feels for me like stating the obvious, this is an important remark. Hence, even though throughout the whole project and in the thesis report I have referred to the target group as "students", precisely what is meant by it is "the students in higher-education", therefore excluding for example high-school students.

As a local section of ESN, it is ESN HELGA's responsibility to work "in ways that are incompatible with the spirit and aims of ESN", i.e. to "respect the vision, mission, values and principles of ESN" (Erasmus Student Network 2011, 176). This applied to the International Wappu Bonanza, and I was responsible, under supervision of the local board, for maintaining the event consistent with the principles.

The mission already summarizes the core values of ESN: supporting international students, enabling cultural understanding and self-development and working on volunteer basis, student-for-student. More insight to these goals is given by the objectives in the strategy for ESN for 2012-2015 (Erasmus Student Network 2012a), which states that the aims of ESN are to:
− provide regular cultural and social activities for international students
− provide opportunities for networking for international students both with local and international students
− create opportunities for cross-cultural education and learning
− foster the vision, mission and values of ESN
− encourage cooperation between sections and countries
− strengthen the network culture by organising regular events and giving the possibility for exchange and collaboration.

The ESN Strategy 2012-2015 includes a wide array of objectives within different focus areas such as education, network and visibility. The list above includes selected objectives that relate the most from all objectives to organizing an event such as Bonanza at the local level.

When creating the Bonanza we tried to create an event that follows the ideas of ESN. The aim was to create an event that would simultaneously be a social activity for international students, give opportunity for cross-cultural interaction and networking and boost coopera-

tion between the Helsinki sections and other organizations. I believe we reached this goal essentially. The checkpoints were designed to include tasks that would make the participants cooperate and the checkpoint holders were advised to take several touring groups to the checkpoint at the same time, if possible in the limits of group size, to allow people to mingle. The aim was good, but was challenging to implement fully: participants naturally attended the event with their friends and dispersing the groups was hard. One participant brought this up also in the feedback survey and said: "I was with the same two exchange students I already knew before the event. I did not meet any Finnish or (new) exchange students, and I would have liked to [get] to know some new people." This is definitely a point I would address if organizing similar event in the future with aim to provide networking opportunities for the participants. Some possible ways to increase the mingling would be constructing the activity of the event differently or creating randomized teams for touring the checkpoints, as the feedback giver also suggested.

However, I don't feel like we failed in the networking aspect, in terms of meeting the ESN aims. The event creation process and work group brought several people together, and I witnessed new connections and friendships forming among the organizers, who were though all residing permanently in Finland, but represented several nationalities. Even though ESN focuses a lot on the exchange students, their perspective is wider: "ESN offers services for all students and welcomes all students to participate in its work regardless if they are mobile or not" (Erasmus Student Network 2015d). Stronger emphasis on the networking aspect in event would have added a lot of value to what we did, but even without it the Bonanza succeeded in providing possibility for interaction and cooperation.

2.1.2 International day in HELGA 8 Day May Day

The international activity groups of HELGA international division, i.e. ESN HELGA, AIESEC H-H and IDS HELGA, organize every year one of the days in the annual HELGA 8 Day May Day. The 8 Day May Day is an "event rally" taking place yearly in the end of April, preceding the May Day, or "Vappu" in Finnish, on May 1. In the last couple of years the 8 Day May Day has included in fact ten events organized by the degree programme associations, local associations and activity groups operating in Haaga-Helia even though the name has remained as 8 Day May Day. The idea of HELGA 8 Day May Day is to visit the daily events and collect stamps, i.e. marks from participation, to the scorecard of the event rally called Wappu pass (HELGA 2015a). To complete the 8 Day May Day, one has to participate in at least six events, but naturally it is also possible to participate in individual events without participating in the whole event rally. Some of the events are the same

yearly, but they also evolve and change from time to time. The international associations' day has been implemented with different idea and concept every year recently.

Being part of the HELGA 8 Day May Day set some basic requirements for the Bonanza. The international associations' day was set to be Friday 24th of April, which meant the organizing team could not, and did not have to, choose the day. On practical level, the requirement was to provide a stamp to the Wappu pass of the participants taking part in the 8 Day May Day. And in terms of the idea and concept, the event had to be compatible with the other events but not to be a copy of one of the other days, and at the same time hopefully even stand out from them.

Student events in Finland are often strongly associated with drinking and alcohol, especially around Vappu time. However, for the international activity groups it is important to offer activities that support their values and are therefore alcohol free. The international Vappu day has been for this reason an event with focus on non-drinking activities for several years. In recent years also the student union HELGA has started to emphasize the inclusion of non-drinking students, for example by adjusting the guidelines for the Freshmen Party, which is the main event of each semester for new students. The fundamental requirement for designing Bonanza not to be related to alcohol or drinking came up early and frequently in the planning of the event as representatives from all the international activity groups and the International representative in HELGA expressed this wish. This focus for the event originates from the values of ESN and SocialErasmus as well.

The international division expected the event to be better planned and implemented as the international Vappu day in the previous year. In 2014 the event preparations started only two weeks prior to the event and it was held at the school premises in Pasila. The participation was very low and the quality of the event poor. The event was called "Global Citizen" and it had a bit similar concept as the Bonanza with some games and activities. I participated myself in the event and observed that even though the activities were mostly quite fun, they were not well planned or prepared. The main issue behind the lack of success of the event was that the responsibility of organizing it was not clearly assigned to anyone among the international division and no one took the initiative to get the preparations going early enough. I would argue that this is often a problem in student organizations working on volunteer basis and with semi-formal structure.

This time, to avoid similar issues, the event preparations were set in motion early in the semester. For event success, having enough time to plan the event properly and to meet deadlines is crucial and often the time required for the preparations is underestimated

(Shone & Parry 2013, 125). A work group was put together in February and I was appointed as the project manager for the event, taking responsibility of organizing the event.

2.1.3   Requirements for a SocialErasmus event

Essential in SocialErasmus is the mutual benefit for both international students and the local community by "an exchange of ideas and traditions, language and cultural differences" (Erasmus Student Network 2012b, 5). As the International Wappu Bonanza took SocialErasmus as the theme of the event, it was important to build the event on this idea. There are certain aspects and requirements that need to be taken into consideration in creating an event for it to be classified as SE event, that also were thought carefully in the planning of the Bonanza.

I met with the National SocialErasmus coordinator for ESN Finland, Saniya Giniatullina, in January 2015 to familiarize more with SocialErasmus and to discuss possibilities and requirements for the thesis project. According to her summary, SocialErasmus has the following main features that the SE activities should maintain:

1. Active involvement of international students
2. Positive impact on local community / society
3. International students and ESNers acting as volunteers
4. Direct interaction between international students and members of the local community

She emphasised especially the importance of interaction between international or exchange students and local community: without this interaction and benefit for local communication, an activity cannot really be called a SocialErasmus activity. These criteria are also given in the SocialErasmus Guidebook (Erasmus Student Network 2012b, 7) and in the ESN wiki. They gave the base for the event. When making decisions on the event concept or activities to include at the checkpoints, I always referred back to these criteria.

2.2   The Bonanza as a marketing tool for ESN HELGA and SocialErasmus

Vallo and Häyrinen's (2012, 19) summary of event marketing opens up the key idea of using events for marketing purposes, also among non-profit organizations, well in my opinion. They define event marketing as planned, long-term, activity, in which an organization uses experiential events to communicate with chosen target groups and meets stakeholders in a beforehand planned occasion and environment. Event marketing can be seen as actions that bring together, in a goal-oriented and interactive manner, the organization and its stakeholders in an event, which is a functional entity built around a selected

theme and an idea. In other words, when an event is used as a marketing tool, like in the case of the Bonanza, the event aims to:

− create interaction between the organization and chosen stakeholders
− communicate a message
− reach a goal
− incorporate a chosen idea and theme
− be an experiential, functional entity itself.

These aspects also defined the Bonanza as an event. From point of view of ESN HELGA the aims of Bonanza were following (for the other organizing parties they naturally differ slightly):

− connect with students of Haaga-Helia and with HELGA and the other international student associations
− communicate that "ESN and SocialErasmus are interesting"
− create more interest for ESN
− create an event that promotes cultural awareness and solidarity with the SocialErasmus theme
− create an engaging, functioning event.

Event marketing has several benefits and strengths. Essentially, an event is always a unique opportunity to meet and connect with another person. And as Vallo and Häyrinen (2012, 11) also point out, even in this era of internet and social media, nothing can replace face-to-face interaction. The strength of events as marketing tool lies inherently in the interaction and personal experience that can create a unique memory. In addition, organizer has considerable amount of control over the messages sent by the event. With an event as marketing tool, the organizer can define exactly the target audience according to their needs and set an objective for the event – and measure the outcome and see if the set goals were met (Vallo & Häyrinen 2012, 21).

There are however underlying challenges with using events for marketing. Face-to-face, personal interaction is the core strength of events, but it can also be seen as the most challenging type of marketing communication. Vallo and Häyrinen (2012, 35) even refer to it as "the moment of truth". Events can help create and develop the reputation of the organization, but the effect can be either positive or negative. Good reputation is critical for non-profit organizations to which all stakeholders and their views of the organization are important. The reputation affects how appealing the organization appears to be for the stakeholders. The reputation is formed through the interaction between the organization and their stakeholders or audience. Essentially, the reputation is constructed by the true

actions of the organization and stories told of the actions. It cannot be built intentionally by the organization with use of traditional marketing means such as advertising. As event marketing is fundamentally about actions, events provide make-it-or-break-it kind of chances for reputation building. Depending on the thought and effort given to the event, the result of taking the chance can be either gain or loss (Vallo & Häyrinen 2012, 32-35; Vuokko 2004, 192-202).

As mentioned, ESN HELGA wanted to increase the interest for ESN with help of this event, i.e. make the organization appealing. As the literature suggests, using the Bonanza for creating positive reputation for the organization was possible as events can be seen as true actions of the organizations. But to positively influence the reputation, it was important to organize the event well and fulfill the criteria of event marketing already given above: bringing together, in a goal-oriented and interactive manner, the organization and its stakeholders in an event, which is a functional entity built around a selected theme and an idea (Vallo & Häyrinen 2012, 19-20). How then were these aspects completed in the case of Bonanza? The interactive aspect of was already analysed in the section "The values of ESN". Goal-orientation and building the event around the theme are the topics of the following sub-chapters. The functionality and idea of the event are covered in the next main chapter, chapter 3.

2.2.1   Incorporating the theme

The theme should be the "soul" of the event and support the event from the beginning until the end: from the invitation to the post-event promotion (Vallo & Häyrinen 2012, 105). The focus on local community is important in SocialErasmus and provided challenge for planning the event. For an event to be considered as part of the program, it has to spread an important message to the local community. This means that not all events with good intention, such as fundraisers for the less fortunate in other countries, fulfil requirements of SocialErasmus event if they lack the local community aspect (Erasmus Student Network 2012b, 7). In International Wappu Bonanza we aimed to meet this requirement with including themes with important message in the checkpoints, in order to bring out the chosen issues for the participants. Our initial plan was to also bring along external organizations whose work benefits the local community, such as Unicef, Red cross etc., but we were unfortunately not successful in this. The reasons and implications of this are discussed later. Having some non-profit organizations as partners would have emphasised the message we wanted to spread among the student community of Helsinki, as these established organizations can be seen to have more authority. Even though in the end there were no external partners involved, the checkpoints of Bonanza were laden with

messages related to the issues promoted by SocialErasmus. As an example, the check-point of ESN Uni Helsinki aimed to spread the message of solidarity and anti-racism by getting the participants to partake in creating a "No hate speech –wall". The checkpoint was inspired by the anti-hate speech movement "Ei vihapuheelle –liike" and their instruc-tions and ideas for creating this crafts wall were followed by the ESN Uni Helsinki's checkpoint team (Ei vihapuheelle -liike 2015).

The SocialErasmus activities are usually categorized by the three pillars of the program, which have been created to better understanding of the project: Education, Charity and Environment (Erasmus Student Network 2012b, 8). The Bonanza can be seen mostly as "Education" –activity, as this pillar's activities promote informal education, which was also done by this event. The promotion can be done "by raising awareness and sharing infor-mation on European mobility programs, countries, cultures, integration and language learning through interactive games", as defined in the SocialErasmus Guidebook and which was exactly the aim of the Bonanza (Erasmus Student Network 2012b, 8). The event as a whole tried to gain visibility for ESN, which can be seen as raising awareness on European mobility as the network was formed for "supporting and developing student exchange" (Erasmus Student Network 2015a). The Bonanza also included interactive games that aimed to raise awareness on world cultures and languages, amongst other issues. The content and individual messages of the checkpoint activities are explained later.

I would have liked to incorporate the other pillars into the event as well to fully include the theme, but it was hard to find a practicable solution for connecting this kind of event with for example charity. In a brain storming session for innovating checkpoint ideas, some suggestions for a checkpoint that would be receiving clothes donations, for example, came up but we eventually rejected all these ideas as they would have required excessive efforts in communication beforehand and logistics afterwards that would have not been possible with our resources. The "Environment" pillar would have been easier to integrate, especially if we had succeeded in getting a suitable external organization, such as the WWF or Puistokummit – a volunteer organization for maintenance of the parks in Helsinki – to join the event. Any of the organizing student associations could have also chosen an environmental theme for their checkpoint, but all chose some other theme. As the project manager, I could have insisted including one environmental checkpoint but I chose to give the teams autonomy in this decision. In the end, the aim was to promote SocialErasmus as whole, and this could be achieved without emphasizing the pillars. The pillars are use-ful in bringing structure and helping understand the SE program, but activities do not al-ways fall clearly under one of the pillars; they might include aspects from several pillars or

not clearly from any (Erasmus Student Network 2012b, 8). Because of this, and because of the focus on raising awareness for the program as whole among audience that hears about it first time, including and emphasizing the pillars was not necessary.

Besides incorporating the theme through the checkpoint activities, it was brought to the event via visual means. ESN has a set Corporate Identity, which includes a package of communication tools for visually demonstrating belonging to a unified network. The visuals represent the values of ESN and are for the sections to use (Erasmus Student Network 2011, 172). The visual set includes for example logos and a palette of ESN colours. In addition there are also physical PR materials, such as flags. The official colours can also be seen in Foto 1 which shows the

Foto 1. SocialErasmus logo (ESN 2015)

logo of SocialErasmus. The event took place outdoors and therefore the theme could not be visualized through decorations or such. We brought ESN HELGA's and SocialErasmus flags to the start point of the rally to make them visible at the event and the SE logo was of course put into the scorecard as well. Also the most checkpoints had their own association flag with them. However, most visualization of the theme was done with the promotion materials: the poster and Facebook event banners, which can be found in Appendices 3 and 4. The idea of SE was incorporated in the materials by building visuals around the official colours and the hands from the official SE logo.

The incorporation of the theme was one of the main challenges in the whole event creation process in my mind. It was fine balancing between including the full message of the SocialErasmus and still keeping the event light and fun for students to enjoy. In the feedback survey the participants were asked how visible the theme was in their opinion on scale 1 to 4 (not visible – very clearly visible). 59 % of the feedback givers rated the visibility of theme with grade 4 "Very clearly visible". In the open question "How do you think this event could have been improved?" couple of participants brought up the theme. The opinions were contrasting: one said that the theme should have been brought up more and other that it took over too much and made the event duller. Based on the feedback from the organizing team and my own feeling, the theme was well incorporated through the checkpoint activities. Still, this kind of event would be more attractive for students without this kind of theme with a message. Depending on the main goals set for the international

day of HELGA 8 Day May Day, in the coming years including SocialErasmus or some similar theme is an important question to consider. If the main objectives are to encourage cooperation between the involved student organizations, gain more visibility for the organizers and encourage networking of the participants, I would choose a lighter theme for the event. Two years ago the event was "Galactic Olympics", where participants competed in different physical activity games. Something similar would probably better support the mentioned objectives than having SocialErasmus as the theme.

2.2.2   Meeting the marketing objective

One of the main objectives of the Bonanza was to create visibility and interest for ESN among students in Haaga-Helia. The aim was to send a message that ESN is interesting and fun by using the event as a way to communicate. How that was done in practice is the topic of the chapter 3. Setting a clear goal for the actions is critical in the event marketing, as already discussed in the sections above. Without an objective to compare to, it is not possible to evaluate reliably if the event was in the end actually successful (Vallo & Häyrinen 2012, 111). In marketing communications, it is common to collect feedback, but for some reason same does not apply in case of events, even though it would be extremely useful. Feedback can be used for measuring the outcomes and learning purposes (Shone & Parry 2013, 310; Vallo & Häyrinen 2012, 33-34). Consequently, feedback was collected from the Bonanza. The aim was to see if objectives were met and use the information to support the development aims of the thesis.

There was one major failure in the feedback questionnaire for measuring meeting the marketing objective: I did not include a question related to visibility of or interest for ESN. Now afterwards it is hard to understand how I made this mistake, as I did otherwise plan the questionnaire based on the purpose and most important aspects of the event. Such question would have provided some information on meeting this primary objective. Another limitation of the outcome analysis is that the goal of increasing interest for ESN is a long-term goal. To measure if the event supported the goal in long term would be challenging and at least in the scope of this thesis not possible. Regardless of these limitations, the outcomes of the event in terms of the primary objective can still be evaluated to some extent.

The event was mainly advertised on Facebook, which was helped measuring the visibility of the event. Facebook provides statistics of the reach of events and posts of the sites. In total, according to the Facebook statistics, the Facebook event reached 38 000, i.e. the event appeared in their News Feed. 1 600 people actually viewed the event and 457 were

engaged, i.e. clicked, liked, commented on or shared the event (Facebook 2015). On Facebook, all together 950 people were invited to the event, of which 457 responded somehow to the invitation, i.e. they noticed the event. Of these 457, 295 people accepted the invite, 77 said they will maybe attend and 103 declined.

In terms of building positive reputation through direct interaction, the reach of the event was not as extensive as in social media, but I would estimate that the outcome was mainly positive. In total the event had approximately 130 visitors. The overall grade given in the feedback survey was good and all feedback givers stated in the questionnaire that they would attend same or similar event again in the future. Of course, as already noted, the questionnaire has its limitations in generalizing the results. It is possible that only people who got positive overall image bothered to answer the questionnaire. Still, based on the questionnaire results, feedback from all the organizers and my own observations during the day, I would say that the overall outcome was positive. The participants seemed to have fun at the event and left the event appearing, if not quite overjoyed, at least happy and satisfied.

Also promoting the SocialErasmus program was to some extent successful. The Bonanza was in the end biggest SE event in Finland so far. The visibility of the program was increased at least in the organizing associations, as HELGA, AIESEC H-H and IDS were not even aware of its existence before. The event got also visibility on the international level of ESN in the informal and internal Facebook group of ESN International. In this aspect there would have been a lot to improve, however. The pre- and after-marketing of the event could have been more extensive in social media and in the ESN channels.

3 Creating a successful event

To fully utilize the benefits that events as marketing tool can bring, it was important not only to set goals for the event, integrate the theme and build the event to meet the organizing stakeholders' expectations, but also to make the Bonanza a functioning, well organized event. Also, if the event is to be viewed as "a moment of truth", this need is emphasized even more. Every event contributes to the reputation of the organizers and with a well-organized event it is possible to build good reputation (Vallo & Häyrinen 2012, 27). And as Vallo and Häyrinen (2012, 61) point out, if the event is worth organizing, it is at least worth organizing well.

There are countless options for which kind of event to organize and how to do it. However, the decisions are affected by, for example, the target audience, timeline, budget and other resources such as the know-how of the organization (Shone & Parry 2013, 98-99; Vallo & Häyrinen 2012, 59). In this section, these aspects affecting the Bonanza are brought into the analysis. How the event was organized in practice and was it in the end a successful event is reported in this section.

A successful event is based on strategic and operative questions, which should be answered before the planning of the event starts. Considering and answering these questions in the planning process of the event gives a good base for the event success. There are both three strategic and three operative questions. The strategic questions are: "Why the event is organized?", "For whom it is organized?" and "What is organized, when and where?" The operative questions are: "How the event is organized?", "What is the content or program of the event?" and "Who organizes the event?" (Vallo & Häyrinen 2012, 101-106). All these questions were also addressed in the planning of the Bonanza, either at the work group meetings or by me in the role of the project manager.

3.1 Students as target audience

To give a positive impression of the event and thereby build positive reputation for the organization, the target audience needs to be considered (Fenich 2015, 35; Vallo & Häyrinen 2012, 119-122). An event can leave a negative impression in the mind of the target audience, if it does not meet the participants' expectations or use the correct tactics to appeal to them. The negative impression will the directly reflect back to the organization as well (Vallo & Häyrinen 2012, 27). Therefore, the planning of the Bonanza also began from considering what would please and fulfill expectations of our target audience, students.

The primary target group of the Bonanza was the students of Haaga-Helia in Helsinki, which includes the Finnish and international degree students and the exchange students. Additionally the event was targeted to all ESNers and exchange students in Helsinki area, as well as local students in the universities whose ESN sections were in the organizing team and all students taking part in the HELGA 8 Day May Day. Even though the event targeted the students in Helsinki area, it remained open for everyone – students coming from outside Helsinki and also for non-students.

The organizing work group discussed the possible event concepts and contents in the first meetings in February-March and considered what would attract the target audience most. We based the decisions on the experience of the work group members. I feel the choice was valid, as the event was ultimately organized by students for students. Most of the work group members had also already a lot of experience in organizing different events for students – and participating in them. After all, all the organizers were also representatives of the target audience and relying on their knowledge was a justified decision.

Knowledge of the target market is important to the event organizer due to several reasons. Essentially, gives insight in how to promote the event and what kind of activities the target group would enjoy (Ferdinand & Kitchin 2012, 115-117; Shone & Parry 2013, 199; Vallo & Häyrinen 2012, 119). Students as the target audience can be seen as fairly homogeneous group in terms of demographic and psychographic factors. In the experience of the work group the target audience is approximately of the same age (generally 18-28), have similar life style, income levels (low) and in this case also domicile (Helsinki and the capital area). They are often eager to participate in different activities and try new experiences. However, they can be very price conscious. Due to the low income levels, high price for an event can easily drastically reduce the participation, especially if the perceived value for money is not sufficient. Consequently, whether the participants should be charged a participation fee was a question under intense discussion.

There was pressure to adopt a fee to cover the event costs and secure some profit for the organizers to be used for organizing other activities in the future. It was, though, mostly agreed that the fee should be kept low, at maximum of two euros, in order not to discourage participating. It was, however, finally agreed that no fee would be charged as this way the event would be more appealing for the target group. The benefits of making the event free overweighed the perceived income benefits. The decision was completely sealed when it came apparent that we would have been charged for using the park areas owned by the city, if the fee would be included.

Based on the experience of the work group, students want fun and engaging events. They are willing to try new activities, but only if the event is perceived interesting enough. Events that have established reputation of being well-organized, exciting and relaxed, with clear concept, seem to best attract participants. The challenge with an event is to get people interested enough to visit the event. This was a challenge for Bonanza as well, as the event had not established reputation and had to be promoted as a new event.

Attracting the target group was a special challenge considering the current exchange students at Haaga-Helia. In the spring semester there is always fewer exchange students than in fall semester. In the academic year 2014-2015 there were 223 exchange students in the Fall semester and in the Spring semester 177 students, of which 121 studied at the Haaga-Helia's campuses in Helsinki – the rest, students at Porvoo and Vierumäki, were not included in the target group of the event. Therefore, the potential primary target audience would have been larger if the event had taken place in the Fall semester. Besides the sheer numbers, having the exchange students of the Spring semester as the target audience mattered also because of the nature of the target group. For some reason the spring time students were not event nearly as active in participating in the ESN activities as the group in the Fall semester. ESN HELGA experienced a lot of challenges with many of the events in the spring, the participation being generally low. The same occurred with the Bonanza as well.

The requirement for making the event a non-alcohol event derives from the values and expectations of ESN and the international activity groups of HELGA, but it is relevant also in terms of the target group. As HELGA and the activity groups promote the interests of the students, they respond to the needs of the students, and the pressure to focus more on less drinking oriented activities has originally been raised by the target group, students. Therefore, making the Bonanza a non-alcohol event was not only a response to the organizers' values but also to the target group's wishes.

3.2   Coming up with the event concept

The basic requirement for the event, as analyzed above in detail, was to engage the participants with fun, non-drinking activities. To meet these requirements, the work group decided to build the event concept around the idea of a check point rally. The idea came up already during the first discussions with the ESN HELGA's president. The concept is widely used in student events and has been proven to work. There were benefits in using this concept. Firstly, the idea is familiar to most of the target audience, at least to the de-

gree students. Secondly, the organizing associations and activity groups had already experience in holding checkpoints at other events, such as at the annual "Coverall baptizing" of HELGA, which is one of the regular "Vappu events". Thirdly, this concept is fairly straight forward to organize and responsibility can partly be delegated from the main organizer to the checkpoint teams. Lastly, the concept does not necessarily require massive resources and budget, for example, for decoration and equipment. However, the coordination, planning and innovating can be time consuming. This familiar concept was also used because the planning work group simply did not have the resources – time, knowledge and ideas – to innovate something completely new.

The checkpoint rally idea is fairly simple. All the organizing associations held their own checkpoint. The starting point of the rally was in Karhupuisto. Upon arrival to the event the participants were given a scorecard, which can be found in Appendix 5. The scorecard shows the approximate locations of the checkpoints and the area of the event. The task of the participants was to visit all checkpoints and participate in the activities held at the checkpoints. They had the opportunity to replace one physical checkpoint by completing the virtual checkpoint, for which instructions were also given in the scorecard. After participating in an activity, the checkpoint keepers gave a stamp to the scorecard. Once the participants had completed seven checkpoints, they returned to the start point to return the scorecard. With the completion of the rally the participants earned a coverall badge and a ticket to the after party held in the club Uggla on the same evening. The after party ticket was included in the scorecard and validated with a stamp.

The work group debated about the total amount of checkpoints and how many had to be visited to complete the race until the very last weeks of the planning process. The total amount of physical checkpoints was confirmed to be eight on April 16, a week before the event. Before that the inclusion of virtual checkpoint had been still discussed, but was now also confirmed. Earlier, when the final amount of checkpoints was still unclear and some external organizations were expected to join the event, the required checkpoints for completing the rally had been set to be half of the total amount. The information had also been put in the Facebook event upon publishing it on April 4. However, the work group decided to change the rule to make the rally challenging enough. After Kallion seurakunta had to cancel their participation due to sickness one day before the event, the total amount of checkpoints became eight and visiting seven was required for completing the rally. The idea was that the participants could replace one physical checkpoint with completion of the virtual checkpoint. In the end, however, all participants visited all the physical checkpoints, and some participated in the virtual one as an extra activity. The change of the

rules was announced in the Facebook event and changes were made to the scorecard by hand, as at that point they had been already printed.

The decision how challenging to make the rally was a difficult one. It was important to not to make completing the rally too hard, as many of the participants were expected to join the event after school. We wanted to make the completion still possible even if one was not able to join the event right in the beginning. In addition, if the participants had perceived the event as difficult and time-consuming, they would have been less interested to visit it. At the same time, if the event had been too short and easy, it would have failed to meet the objectives. For example, if the required checkpoints to visit had been half of the total, i.e. four, participating in the event would have taken from half an hour to an hour, which would have compromised leaving a memory imprint in the participants' minds and created considerably less attention for the theme.

Some additional aspects were added to the event to complete the whole. One of these was the coverall badge that the participants earned by completing the rally. Coveralls are an outfit tightly part of student life in Finland. Students wear the coveralls of their school or degree programme at most student events and especially during the Vappu time. The coveralls are often decorated with badges earned from different events. Creating a badge for the Bonanza connected the event to the student culture and provided incentive for participating. This kind of personal artefacts and such contribute to the whole event environment that helps make up what people feel about the event (Shone & Parry 2013, 268). The badge will promote the event and SocialErasmus also after the event. The badge design can be seen in Appendix 6. It was designed by Austris Štāls, the international representative of HELGA and president of IDS, and the design was based on the Social-Erasmus logo, as well as ESN visuals by the choice of font and colours. Additional bonus was a raffle that was organized among all participants who left their contact information after completing the rally. The prizes were two gift cards of GLS for sending a package to Europe for free and a voucher of Viking Line for a day cruise to Tallinn with only cost of passenger fee.

The Bonanza was completed by an after party later in the evening, for which the participants earned a free entrance ticket. A separate Facebook event was created for the after party in order to keep the day event as an independent entity and avoid connecting it to alcohol or partying. Having separate event allowed mentioning the negotiated drink offers and advertising the party.

3.2.1 The Bonanza as non-alcohol event

The values of the stakeholders set the requirement for the event to be a non-alcohol event, as discussed in the previous chapter. This naturally had to be taken into consideration in the concept of the event as well. In practice, as the event was held outdoors in an open area, prohibiting and monitoring alcohol consumption of the participants was impossible, and was not even attempted. The event was not especially advertised as alcohol-free event either: the issue was not addressed in the promotion. The emphasis was in designing the checkpoint activities and the event concept in general to exclude drinking as official part of the event.

In many student events the activities include games in which the participants have to, for example, balance a drink cup or drink something as a "punishment" for making a mistake or for opposing team's success. These activities are often adjusted for non-drinkers or even for an alcohol-free event by replacing the drink with juice or water. However, with these adjustments, the activities can be seen just as "the boring versions" of the games. My wish was not to include that kind of games in the Bonanza as we wanted to shift the focus from alcohol to having fun simply by playing games and socializing. In the Bonanza, all the games and activities were absolutely not related to drinking in any way. In addition, to support the non-drinking-oriented nature of the event, the checkpoint keepers and organizers were advised either not to drink alcoholic beverages at all or if they wanted to have a drink or two, to do it responsibly and not to get intoxicated. This principle was also followed in practice. The idea was for the staff to act as an example. Also at the after party the connection to ESN and HELGA values was emphasised. The bar, Uggla, had a VIP room reserved for the Bonanza participants all night. The idea was to have the room as center for socializing: we brought snacks there and earlier in the evening some games were played. Also a limbo competition was organized as the main program of the evening.

The non-alcohol focus of the event was successful. The event staff reported after the event that even though some participants had alcohol with them in the event, none was actually drunk. Several staff members also mentioned me in person that they really liked that the event was not about drinking. In addition, in the feedback survey the issue was positively noted in the open questions. The participants were asked to share what they especially liked about the event. Hence, they were not asked directly anything about drinking or the non-alcohol nature of the event in the questionnaire. The fact that the feedback givers brought up spontaneously the issue shows evidence for demand of this kind of "alternative" student events. My recommendation for the international Vappu day is to keep following this non-drinking event principle also in the future.

3.2.2 Activities on checkpoints

The total amount of checkpoints was in the end eight, which included seven physical checkpoints each held by one the cooperating student organizations and activity groups. The work group held a workshop for innovating game ideas for the checkpoints. The list of the collected ideas can be found in Appendix 7. The idea was to create a list of possible activities to give examples for checkpoint teams and to have ready checkpoint concepts that can be suggested to external organizations to make joining the event easier. The list, alongside the descriptions of actually implemented activities, is also a helpful tool for the future, if a similar event is planned.

Foto 2. Activity at ESN HELGA checkpoint. Photo: Henri Österberg

Each checkpoint team was responsible for creating and choosing their own checkpoint activity. They were allowed to plan the checkpoints independently, even though I still supervised and offered support when needed. The teams reported me the contents beforehand so that I could make sure they were connected to the theme, that the checkpoints were varied enough and that the activities were well planned and suitable for the event. The activities on the checkpoints, their connection to the theme, and some notions related to them are described in detail below.

ESN HELGA: Language barriers

The activity of ESN HELGA's checkpoint was loosely based on the Finnish traditional game "Mölkky". Participants threw a wooden block trying to knock out other blocks that included phrases from different languages that they then tried to find a translation to. The checkpoint aimed to enhance awareness on language barriers and general cultural awareness in addition to making the participants work together.

Foto 3. IDS HELGA's checkpoint. Photo: Henri Österberg

AIESEC H-H: Everyday problems

Participants had to come up solutions to some everyday life problems and social issues. The checkpoint promoted solidarity, cooperation and awareness on social issues and problems in the spirit of SocialErasmus.

IDS HELGA: Jump Street

The checkpoint promoted the Blood service and donating blood. The activity included participants making a show while skipping a rope. They were played a song of some music genre and had to make moves that suited the style. Each successful skip added one imaginary donated blood unit to the teams score and each fail deducted one.

Foto 4. Activity at HELGA's checkpoint. Photo: Henri Österberg

HELGA: Wappu surprise

Participants worked in a team and were given two body parts that they had to then connect. For example if they got "hand" and "knee", one participant had to place his/her hand on someone else's knee. The challenge increased as round after round more points had to be kept connected. In addition, the checkpoint keepers gave out free hugs and "Hali-cards", promoting Nyyti ry which is an association that supports the well-being of students. The main aim of the checkpoint was to get people together and cooperate, while promoting solidarity.

ESN Uni Helsinki: No Hate Speech Wall

On the checkpoint statements and drawings against hate speech were collected on a big cardboard. The checkpoint was based on the No Hate Speech Wall –idea of the anti-hate speech movement "Ei vihapuheelle –liike". The aim was to promote solidarity and tolerance.

Foto 5. No Hate Speech Wall Photo: ESN Uni Helsinki

ESN Metropolia: ExchangeAbility

The activity on the ESN Metropolia's checkpoint was a game with covered eyes: one participant had their eyes covered and drew a route based on other participant's instructions. The activity idea was based on the program of ESN called ExchangeAbility, which is a program against social exclusion and promotes mobility of students with disabilities (Erasmus Student Network 2011, 181). The checkpoint aimed to promote cooperation and raise awareness on the challenges that the people with disabilities face.
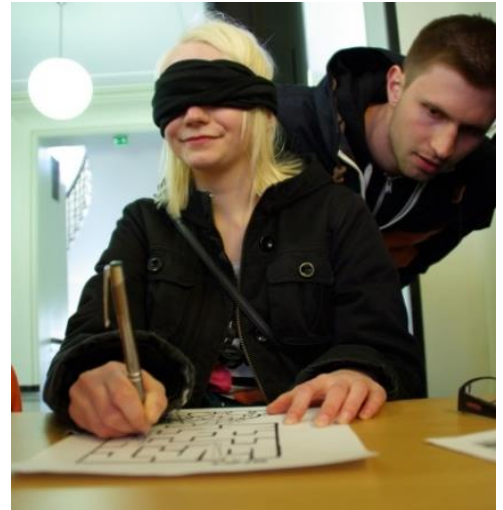

Foto 6. ESN Metropolia's checkpoint. Photo: Henri Österberg

ESN Aalto: Play out stereotypes

Participants were given stereotypes from different countries or cultures that they had to portray. The aim was to raise cultural awareness and make participants think about stereotypes and whether they are correct. With this checkpoint it was especially important to consider the challenges of discussing stereotypes without being offensive. The checkpoint holders have the responsibility to keep the tone of the activity positive and constructive – the idea should not be to mock other cultures.

Kallion seurakunta: Let's make it together (Cancelled)

The checkpoint was cancelled due to sickness. The idea of the checkpoint was that participants would create a menu for the church's brunch for volunteers. The goals was to have people from different nationalities participate at the checkpoint at the same time and include international cuisine in the menu. The checkpoint wanted to promote cooperation and cultural awareness in terms of different food cultures.

3.3 Event process and practical issues

Planning process can be seen as the key to what will happen at the event. The event organizer needs to think ahead and identify the elements and issues that have to be resolved. Systematic approach is needed to ensure everything important is covered. The plan should be broken into smaller components and the event manager has to consider what is achievable (Shone & Parry 2013, 99 & 109). In addition to the creation of the event concept, the key components of the Bonanza as an event were the location, safety and liability issues, budgeting, and acquiring sponsors. These issues are the topic of this section. Additionally, promoting the event and how the event was organized by group of

volunteers were important in the Bonanza, but as their roles were such big and central in the event process, separate subchapters have been dedicated for them.

Key limitations to what could be achieved in case of the Bonanza were set by the limited budget for the event, amount of volunteers involved in organizing the event – and the time they had to spare –, and timescale in which the event was to be organized. Additional boundaries were set by, for example, national and local regulations for organizing events, as well as guidelines of the involved organizations. The instructions for event organizers in Helsinki on the VisitHelsinki website by Helsingin Markkinointi Oy included all vital components of organizing an event in Helsinki, such as list of needed permissions. To help with planning SocialErasmus activities, ESN Finland has a tool for the Local SE coordinators: a planning form, which was also used. The form can be found in the Appendix 8. SocialErasmus planning tool.

After identifying the central components for the planning the Bonanza, I had to consider how and when all the parts would be implemented. For this I created a timeline that included all action points of the event implementation process and a deadline for them. This timeline can be found in Appendix 9, which includes both the original planned schedule as well as the realized schedule with added components I had not considered initially but came up in the process.

3.3.1   Location and venue related issues

Choosing the venue is one of the first important steps of the development phase of an event (Shone & Parry 2013, 166). The process of choosing the venue for the Bonanza started from thinking about some basic requirements for the event and location. One of the main wishes of the organizers was to have the event somewhere else than at school premises. The international Vappu event in previous year had been held at Haaga-Helia's campus building in Pasila. Using school building had had a negative impact on the event atmosphere. We wanted to avoid that and aimed to find a location that would give the event an appropriate relaxed feeling. First impression and feeling of the venue is afterall important aspect of the event experience (Shone & Parry 2013, 166-167 & 264). It was important to start searching the location and get it confirmed early the event planning process. The international Vappu event in 2014 had been held at school premises because the event was planned so very last minute that it was not possible to get any other location.

The general event concept was set as checkpoint rally at the first meeting of the work group. In the same meeting, different locations that would suit the concept were considered. The basic requirements were that the place should be easy to reach by public transportation and the checkpoints could be located near each other. In any event, the visitors should be able to find and get to the event location easily. Considering the target audience, we saw reachability of the location to be crucial to the attractiveness of the event (Shone & Parry 2013, 166). The district of Helsinki Kallio was brought up as a potential area already in this first meeting. It is well reachable by public transport and has a positive image among the students as a "cool and relaxed" neighbourhood. At first the work group considered whether to locate the checkpoints in local restaurants, cafés and bars as is often done in student events, but the idea was fast discarded as having the checkpoints in alcohol serving facilities would have contradicted with the event's base values. Instead, it was decided that the checkpoints would be held outdoors in one or several suitable parks.

It was also suggested in the work group that the checkpoints would be spread in wider area, with the idea that the event would be more city adventure and orientation focused, but it was decided that the checkpoints should be fairly close each other. The decision was about the focus of the event, but also based on practical aspects: it was easier to plan the locations of the checkpoints with more restricted area. I did research on the parks of Helsinki and on which terms they can be used for events. Based on the research I narrowed down the choices to two main options: Alppipuisto in Alppila, near Pasila and Karhupuisto area in Kallio. The first choice on paper was Karhupuisto as it was in the preferred area, Kallio. I visited the area to confirm it was suitable and met all the requirements. The site visit was useful as we had the requirements in mind already – going with a poor idea can result in problems later on (Shone & Parry 2013, 167).

The event area can be seen in Appendix 10, which shows the initial plan made of checkpoint locations for the application for permission to use the park for the event. The application itself can be found in Appendix 11. In the beginning, there was naturally no certainty of how many checkpoints there would be and therefore the original plan shows all potential checkpoint locations for estimated maximum amount of checkpoints. The area proved to be excellent for this type of an event. There are several parks in short walking distance in the neighbourhood. In the Bonanza the checkpoints were located in three park areas, Karhupuisto, Alli Tryggin puisto and Pengerpuisto. There would have been easily space for a couple of more checkpoints in these parks. For a bigger event, there are several other parks within two kilometre radius where it would be possible to extend. The chosen parks were also ideal for spring time event as there are more sand areas in them than grass. The Public Works Department would most likely have not given the permission to

have the event in grass area as the grass is starting to grow in April and is easily damaged. The flat sand areas were also appropriate for the games and activities we had at the checkpoints and would have suited for more physical activities including, for example, running as well.

Having the Bonanza outdoors had advantages and disadvantages. The flexibility and amount of space and avoiding any venue costs were the main advantages. Also, being outdoors can help creating atmosphere that we aimed for – if the weather is good. However, the vulnerability to the weather conditions was the main disadvantage of having the event outdoors. We acknowledged the weather as one of the greatest risks for the event success. Vallo and Häyrinen (2012,140) point out that for outdoor events there should be always a back-up plan in case of rain or storm. In case of the Bonanza, contacting local businesses for having the checkpoints in their premises was considered, but any actions to implement the idea were not taken. Lack of resources prevented any intricate back-up plans as there was no time to arrange alternatives. To avoid the risk of the weather completely ruining the event, we tried to make it possible to hold some of the checkpoints indoors. ESN Metropolia's checkpoint was held inside Metropolia campus building next to Pengerpuisto park and if Kallion seurakunta had participated and the weather had been bad, they would have held their checkpoint in their premises nearby Karhupuisto. My plan was in addition try to move couple of more checkpoints in the Metropolia building, if couple of days before the event the weather forecast had promised heavy rain for the event day. The approach was mainly to accept and embrace the fact that the Bonanza was an outdoor event, and advice the participants to dress according to the weather. Luckily the weather was fairly good on the event day, with only few small rain showers throughout the day, which did not affect the atmosphere too negatively. The day was, though, quite chilly and windy, which probably affected the participation. If it had been sunny and warm, there would have been very likely more participants.

The scorecard in Appendix 5 shows approximately the final locations of the checkpoints with one exception; as the checkpoint of Kallion seurakunta was cancelled the ESN HELGA checkpoint was moved to its place. The checkpoint teams had the possibility to present wishes for the locations beforehand. I took into consideration the needs of the checkpoints while locating them. For example, IDS HELGA checkpoint included physical activity which required more space, so I located it in the park Pengerpuisto, which has a large sand field. At the beginning of the event planning process, the work group came up with the idea to rent a bouncing castle. The spot for it would also have been in Pengerpuisto, marked in Appendix 10. The bouncing castle could have been a great way to attract people to the event. It came, however, apparent that renting one would have been too costly.

A permit from the Public Works Department of City of Helsinki needed to be obtained for having the event in the public parks in Kallio as permission of the land owner is always needed for holding any outdoor event (Vallo & Häyrinen 2012, 150; Visithelsinki). I checked that the areas we wanted to use for the event were free on the event day in an online system available through the website of Public Works Department (Rakennusvirasto). The application was submitted on 10 March, 54 days before the event. The application handling time is 30 days and but I saw it important to submit it much earlier. In worst case scenario, if the handling would have taken the whole maximum of 30 days and the application would have been rejected, we still would have had two weeks to arrange alternative event site. Submitting the application well in advance also allows making changes, if the Public Works Department cannot accept the application as such. This advice was given me when I called for advice to the Department's service unit. The process was surprisingly speedy in the end, but it was good to be prepared for slower process. The inspector handling the application was concerned for the grass and plants in the parks, but after assuring that the checkpoints would be located solely on sand, the application was accepted without alterations.

The event was an open outdoor event. The organizers did not have to pay rent of using the area for the event because the event was open to the public and did not restrict the normal use of the parks except for the checkpoint structures, which were very minimal. In addition, no participation fee was charged (YTLK 2012, 2). The inspector of the Public Works Department informed me that the organizers would have to pay rent if we had a participation fee or sold anything at the event. However, the principles of the City of Helsinki for renting out areas for outdoor events clearly state that the areas are given for use free to open, public events, if the event is non-commercial and used for promoting non-profit operations of organizations or schools, as long as any income from the event is used for supporting the operations of the organization (Rakennusvirasto 2015; YTLK 2012). This was stated in the version of a document stating the rules which I used when planning the event as well as in the newer version updated on 21 April 2015 and currently available on the web page of the Public Works Department. It would be possible to include a "participation fee" for similar events in the future. To secure following the rules, participation itself could be kept free of charge, but the scorecard, i.e. checkpoint map could be sold.

As the Bonanza was a public event, the organizers were required to inform the police of the event. This must be done at least five days before the event (Visithelsinki). I was in contact with the licence services to find out if a public event notice was necessary in this

case, as was advised in the instructions for event organizers of Helsingin Markkinointi Oy (Visithelsinki). For the Bonanza a free format notice by email was sufficient and there was no need to submit actual public event notice form due to the small size of the event and as the event did not require any particular safety or traffic arrangements.

3.3.2 Safety

The organizer of an event is responsible for assuring the safety of the event and the planning process of an event should consider legal, risk, permission, licence, health and safety issues (Shone & Parry 2013, 222; Vallo & Häyrinen 2012, 179; Visithelsinki). The permission and license issues related to the location of the event were discussed above. As the Bonanza was a small scale event, there were several things that the organizers did not have to arrange or consider, such as trash disposal, bathroom facilities and notification of noise to the authorities. However, safety instead is an important issue at any event (Shone & Parry 2013, 222-225; Vallo & Häyrinen 2012, 179).

The Helsinki City Rescue Department instructs the organizer of an event to make sure the event is organized safely and does not cause danger to people, environment or property. A specific safety plan must be done for certain kind of events and it must be given to the local safety authority at least 14 days before the event. In case of the Bonanza, a safety plan was not required as fewer than 200 people were expected at the same time, and the event was not otherwise of the nature requiring the plan (Helsingin kaupungin Pelastuslaitos 2015). However, a safety plan for the Bonanza was prepared, as advised by a fire inspector of the Helsinki City Rescue Department, who I contacted to confirm the requirements in this case. The plan was based on the safety plan model and instructions provided by the Rescue Department (Helsingin kaupungin Pelastuslaitos 2014). The model and instructions were followed insofar as they were relevant in the Bonanza. The work group had a workshop in one of the meetings to determine the main risks and create solutions for them, as advised in the instructions (Pelastuslaitos 2014). Based on the assessment in the meeting and my own notions, I filled the plan model and sent it to the Rescue Department. I have not attached the plan as it was several pages long mostly due to the format. Instead the main points are introduced below.

Even though the safety plan was not required, it was a useful tool to help with the risk analysis for the event. In addition, the plan related to the liability issues: if anything had happened, we would have had proof that we had considered the safety and risks. The main safety risks of the event were considered to be general small accidents, accidents and disruption related to alcohol consumption and, in case of warm and sunny weather,

dehydration. Even though extensive alcohol use was not expected at the event, it was recognized that at student events accidents are often caused or influenced by alcohol. Also minor accidents caused by falling, traffic or, in case of rain, slipping on wet surface were possible as the event took place outdoors. The safety risks were considered small and not requiring special preventive measures. A first aid kit was brought to the event and the staff was informed it was available at the start point. As a precaution for dehydration and for the comfort of staff, a few water containers were bought and given to the check-points. The key in the event safety was that in case of accidents or other emergency, the staff was to give any help they could and immediately call the emergency number 112. Emergency information and instructions, including basic CPR instructions, were included in the information sheet given to the checkpoint holders and other Bonanza staff before the event. The instructions were based on the CPR instructions found from the Red Cross website (Finnish Red Cross 2011). The staff information sheet can be found in Appendix 12.

3.3.3 Budget

Budget is an important aspect even if the event is small and does not aim to create profit for the organizers. There is a need to know how much to spend even with the smallest personal events. As Shone and Parry say: "Good financial control is important to the success of events even those not intended to be profit making" (Shone & Parry 2013, 138). Non-profit organizations, such as the organizing student associations and activity groups of the Bonanza, do not operate to make money. Nevertheless, money is needed to keep the organization operating. Non-profit organizations can have economic goals apart from profit maximising. The goal can be for example minimizing expenditures and/or creating surplus that will be used to develop the operations (Vuokko 2004, 20-21). In ESN HELGA at least, as the operations do not aim to create excess profit, there is not much extra money and yearly budget is quite tight. The Bonanza did not aim to make profit, but as the organizers did not have excess money to spend on the event, good financial control was especially important.

The biggest challenges of the whole project were budget related. In this area there are many things that could have also gone better and that I would do differently now, having more experience and knowledge. The organizers had not dedicated money from their yearly budget for the event, so the project started with financial uncertainty. For any expenses, source of money needed to be found and solicited. I was fairly new in ESN HEL-GA, not a board member, and I had not been active before in the students associations or activity groups, and therefore my knowledge of the financial processes and budgeting in

the International Division and ESN was limited. For this reason it was agreed in the first meeting of the Vappu work group that another member of the group, who was more experienced and held a board position in the International Division, would take responsibility of the event budget. In theory this was a good idea, as "one key to the effective financial management of events if the appointment of someone responsible for it", like Shone and Parry (2013, 139) note. However, this person failed to carry out the duty. I made also a mistake as a project manager and did not follow up on the progress early enough. When I finally realized that I had to take on the responsibility, I had to manage with limited time to secure finances and inexperience in financial management and IDB procedures. Better knowledge of financial management and especially of the correct procedures at HELGA and the activity groups would have made financial management easier and probably a lot more successful. Nevertheless, the mistakes made with Bonanza seem to be fairly common. Shone and Parry (2013, 139) point out that financial aspects of events are relatively poorly understood especially of events based on volunteer staffing, like in case of Bonanza.

There was also lack in communication. The more experienced IDB members could have informed me on the correct procedure and I also should have demanded more advice. The ESN HELGA board informed me in the beginning of the project that they have not reserved any money for the event and the financing should be obtained from other sources. However, later on the board decided to set 100 euros from their budget for participating in the coverall badge order costs, but I was not informed of this. This came up only after the badges already had been ordered, and IDS HELGA had promised to cover the cost. In the end the boards of these activity groups agreed that ESN would contribute to the badge costs with the 100 they had budgeted for it and IDS HELGA would cover the rest of the costs. They also agreed that all event income from the after party ticket sales would be split between IDS HELGA and ESN HELGA according to the investment proportion. Other organizers did not demand claim in the income as they had not contributed in the general event costs.

Detailed budget calculations can be found in Appendix 13. As mentioned above, the main contributors financially were ESN HELGA and IDS HELGA. The event was also sponsored by DNA with 200 euros. In addition we applied for funding from the ESN Finland General Fund as suggested by the National SocialErasmus coordinator and the president of ESN HELGA and the vice president of ESN Uni Helsinki. The Fund offers financial help to the local sections, who can apply for funding for projects or meeting travel costs. The application was made in name of ESN Uni Helsinki and filled in cooperation of their vice president and me. The application required careful consideration as the rules for the fund-

ing are specific, and the fund cannot be used to pay for parties, regular events or for purchasing products that will be sold to third persons, such as coverall badges. The application was not approved at first. They deemed that the money would be used for "products that will be sold to third persons" and did not understand why ESN HELGA was not covering the event costs or at least making the application as the thesis involved was a project of one of their members. After clarifying that the application was made by ESN Uni Helsinki due practical reasons, i.e. delegation of tasks, and that the funding was to be used for only general equipment costs – such as stamps, and not coverall badges – that we did not consider fair to be paid by one of the organizers as they considered all checkpoints equally, the application was approved and the Bonanza received funding of 60 euros, of which 51,47 euros were used in the end.

The biggest cost of the event were the coverall badges. They needed to be ordered four weeks before the event to secure delivery in time. Because of the already mentioned challenges in the responsibility over the budget, at the time I had to order them there was in fact no secured funding for them, which caused some stress. But it was possible to order them, and just in time, as IDS HELGA promised to cover the cost from their budget. These kind of cash-flow issues happen with events that require pre-booking and –ordering. Also with Bonanza some investment had to be done before any income was secured, which caused vulnerability and risk of financial failure (Shone & Parry 2013, 139).

There was no income coming from the event as it was free for the participants, as already discussed above. However, IDS HELGA and ESN HELGA did get back some of the money they had invested as the organizers were allowed to handle the ticket sales at the after party in the beginning of the evening as agreed with the venue. The total ticket sale income was 216 euros and ultimately the organizer "loss" was in total 19,02 euros. Financially the goal was to organize the event with zero profit/loss for the organizers. The goal was not quite achieved, but we came satisfyingly close, however.

Limited budget clearly set limitations for the event. Especially as in the beginning there was no certainty of any source of money, the planning had to be very mindful of costs. However, small budget is not necessarily great deficiency. Actually, for organizing Social-Erasmus activities, usually not significant financial resources are needed (Erasmus Student Network 2012b, 26). And in my experience this is a common starting point for most student-for-student, volunteering based events. Budget does not need to set limits to creativity, but it does set practical limits. The work group came up with idea of renting a bouncing castle for the Bonanza, but the idea had to be set aside because of the finances. The total cost would have been over 1 200 euros. The detailed cost calculation can be found in

Appendix 13. It was clear from the beginning that a sponsor would be needed, but when the electricity related costs were discovered to be extremely high, doubling the cost estimations, the idea was abandoned. Finding enough sponsor financing to cover that high costs seemed unlikely, and would have required a lot more time and effort than the work group would have been able to invest. Including the castle might have been possible, if all costs had been known in the beginning of the project and contacting sponsors for covering them had started very early, preferably already in February. With future events, including a bouncing castle or similar for drawing attention and crowd to the event can be considered as long as actions are taken well in advance.

I feel that with better financial management, the event could have been become a lot better. The organizers did not have much to spend to the event and that cannot be changed. But better knowledge, communication and earlier preparation would have reduced uncertainty, which caused me stress and made planning of other aspects of the event difficult. With earlier budget planning the money could have been used more efficiently. At the beginning the assumption was that the event must be organized with virtually zero budget, but then we received the funding from DNA. At that point the question was how to use the money productively. Due to lack of any better ideas, the money was for the after party. It would have been better to use the money for developing the day event, but no good way to do it was invented within the short time span the decisions had to be made.

The contributions of sponsors were the bright side of the finances of the Bonanza. It was even surprising how generous the sponsors were. If the finances had been thought more carefully earlier and a clear plan had been made for determining how much money was needed for what, and where the money or goods could be obtained, we could have probably received even more support from sponsors. The responses we got from sponsors were positive, and got already a lot of support with small efforts. Better finances may have enabled us create something more and better, and made the event more successful overall, even though it was not a failure now either. Naturally, it is not only about financial resources, though. The limited human resources and challenges of volunteer based organizing would have not disappeared with more money or better financial management. It is, therefore, possible that because of these challenges, no better result could have been gained even with better financial management.

3.3.4 Sponsors

As mentioned above, there were sponsors involved in the Bonanza and their contributions were significant for the event. Sponsoring organizations and associations is commonly

used as part of marketing strategies of companies (Vallo & Häyrinen 2012, 77-78). In case of non-profit organizations, the NGO usually is the receiver of the support (Vuokko 2004, 180). Sponsoring a NGO or single project such an event can happen on different levels. The sponsor can for example donate money, provide other resources or support the activities of the NGO as a partner (Vallo & Häyrinen 2012, 77-78; Vuokko 2004, 214). Sponsoring must be distinguished from charity. The difference is that in sponsoring the benefit should be mutual, the support is expected to be public with clear marketing goals, and responsibilities are placed also on the sponsored party (Vuokko 2004, 222-223). As the organizers of Bonanza decided to pursue sponsor support, they had to be ready to offer the sponsors something in return.

The sponsors of the Bonanza were DNA, Viking Line and Kaalimato. DNA and Viking Line are both long term partners of ESN, and this inspired contacting them for sponsoring the Bonanza as well. DNA provided the event 200 euros and Viking Line a gift card and ten discount vouchers for their cruises to be used as prizes at the event. Kaalimato was contacted in hopes that they would sponsor the after party, which they did by providing condoms to be given out at the party. In addition, the Bonanza received two gift cards of the parcel company GLS through ESN Finland.

One of the members of the work group took as responsibility contacting potential sponsors. To help with contacting, I made a plan available in Appendix 14 that included description of the event and SocialErasmus, potential companies to contact, list of needed items from which the sponsor could choose a need they want to cover and summary of benefits for the sponsor. Thinking about these things and defining them is important for successfully attracting sponsors. I knew this from my experience, but it was also highlighted in the books I looked in for tips and in the SocialErasmus guide book. A vague request for money and promising to put their logo on the event poster is not enough. Instead, what the event can do for the sponsor should be thought. When potential sponsor is approached, what exactly they can gain should be shown to them. It is also important to approach the right companies, the ones that have same target audience as the event. Also the extent of visibility and exposure along with any other direct benefit should be stated (Erasmus Student Network 2012b, 27; Shone & Parry 2013,156; Vuokko 2004, 223). Long term partners of ESN, such as Viking Line and DNA, were as asked to sponsor the Bonanza. We thought they might be more willing to sponsor the event as they can see the sponsorship as part of building the partnership stronger, and the target audience was confirmed to match.

The benefit if the sponsoring was visibility for the sponsors in the marketing of the event. Their logos were included in the scorecard or in the after party ticket and they were mentioned in the Facebook events. DNA was also offered presence at the event, but they declined. These benefits are also suggested in the SocialErasmus guide book (Erasmus Student Network 2012b, 27). In future, the sponsors can be offered, for example, more active promotion in social media. Also their marketing material, flyers or such, can be distributed at the event, either by the sponsor's representative or event staff. If the sponsored event has a concept of checkpoint rally, a sponsor could even hold a checkpoint of their own or one checkpoint could be named and/or themed after them. With a virtual checkpoint visibility can be offered by including a hashtag of the company or their slogan as a required hashtag: #companyname, e.g. #DNA.

To create a successful sponsoring relationship, especially considering long term effects and partnerships, someone needs to take the responsibility and take care of fulfilling the agreement and serving sponsors (Shone & Parry 2013,156). Serving the sponsors was simple in case of the Bonanza, as they were not interested in closer involvement in the event nor had any specific wishes or expectations. The core was to include the promised advertisement and thank the sponsors properly for their contributions.

3.3.5 The event day

The implementation phase of the event puts the plans into reality. Smooth flow of the event is part of the event quality and contributes essentially to the overall success of the event. An event can only flow smoothly if the implementation has been planned and scheduled carefully beforehand. Key factors that were relevant also with the Bonanza are, for example, assigning enough staff to the info point and reserving sufficiently time for the building as it is usually the most time-consuming phase (Vuokko 2004, 162-164).

To ensure the Bonanza would run frictionless, I dedicated time to plan the flow of the event day. I created a detailed schedule for the day, which is available in Appendix 15. This kind of a "production schedule" is a useful tool for event organizers, and it includes all the activities of the event in time order and often also which methods are used to carry out the activities and who is responsible for each (Ferdinand & Kitchin 2012, 84-86; Shone & Parry 2013, 169-171). All the work group members and other volunteers were asked to give their availability on the event day. For this I used a Google sheet. Based on it I assigned everyone work shifts and responsibilities. Central in the planning was ensuring enough time and people for all phases of the event, such as the building. I purposefully reserved for example more time for carrying the equipment from Haaga-Helia campus in

Pasila to the event locations and for the building that I actually estimated it would take as from experience I knew these things usually take easily more time than expected and some "buffer" is good to have in case of anything unexpected occurs. As the checkpoints were each responsibility of a separate team, the build and tear down of the Bonanza was efficiently divided and therefore did not require as much time as different type of event would had.

I tried to make certain that the staff had all information they needed for making the event, the build and close-down run smoothly (Shone & Parry 2013, 306-307). The schedule of the day was posted in the Facebook group beforehand alongside with all key information, instructions and responsibilities. I also prepared a sheet, available in Appendix 12, including necessary and useful information for the staff, given as a print to everyone before the event, which is also recommended by Shone and Parry (2013, 307). Even though the staff was well informed beforehand and there were several people at the starting and end point of the Bonanza, bottlenecks occurred whenever participants came as a bigger wave. The same people had to manage several tasks at the same time: giving out scorecards for the new arrivals, explaining the changed position of one checkpoint, checking the filled scorecards, giving out the badges and after party tickets, informing about the feedback survey, reminding of the raffle, stamping… The roles of each person at the start and end point should have been thought more carefully, and everyone should have had, for example, one responsibility. However, the congestion was not severe and the waiting times did not affect the success of the event. Usually the participants are also understanding when they know the staff is just students like them and volunteering.

To ensure the participants had a good touring experience, finding the location and the checkpoints easily was important. We set up ESN and SocialErasmus flags at the start and end point and all the checkpoints set up their own association flags as landmarks. The map on the scorecard was made as clear as possible. In the end, the efforts and positivity of the staff and functioning checkpoints ensured the smooth flow of the event and good touring experience. One feedback giver did comment that "waiting for a checkpoint was few times a bit tedious", but in general, it seemed that the flow of the event was smooth. At the end point the participants appeared in good mood and gave positive comments.

3.4   Promotion of the event

As Shone and Parry (2013, 130) claim, "all events require marketing planning". Like with many events, for the Bonanza there was a very modest budget and the promotion of the

event had to be based on public relations and social media. Advertising and other expensing promotional tools were not an option. Some kind of promotion was however necessary. An event would be hardly successful without any visitors. Promotion was needed to make people aware of the event and interested enough to participate.

The promotion of the Bonanza was planned beforehand and I drafted a marketing plan, available in Appendix 16, which included summary of the marketing considerations of the event. In the plan, simple but specific objectives for the promotion were set. In addition, the target audience and the key message the promotion should tell about the event were defined and the specific promotion tactics and timeline were determined. In the beginning I thought money for printing any marketing materials should be reserved from the event budget. Luckily, as the Bonanza was an event of the international activity groups operating under HELGA, Haaga-Helia's help desk printed the posters and scorecards like for any event organized by HELGA. Therefore, there were no promotion related costs, which lifted some pressure related to the finance.

3.4.1 Promotion tactics used in the Bonanza

Even though the promotion of the Bonanza was simple and not very extensive, it was not done just by "simply pushing out a few posters and hoping for the best", as Shone and Parry (2013, 196) describe marketing should not be. Pre-event marketing relied mostly on Facebook, but also posters and word of mouth were used. The benefits of using social media in the promotion are the versatility and low costs (Vallo & Häyrinen 2012, 84). Facebook also has a good reach within our target audience as it is the main communication channel of HELGA 8 Day May Day and ESN sections. In my experience students – also exchange students – are used to receiving information through the Facebook pages and groups. The practical choices in the promotion depend entirely on the objectives and target market of the event, and for young target audience social media can be a viable channel choice (Vallo & Häyrinen 2012, 55).

With creating a Facebook event, like was done for the Bonanza, it is possible to send personal invites to potential event participants. Great advantage is the possibility to control how many possibly will attend the event by viewing accepted and declined invitations. The organizers of the Bonanza sent invites to their friends and it was possible to invite most of Haaga-Helia's exchange students as they are "friends" on Facebook with the ESN HELGA's mascot "Harald ESN er" that has its own profile administered by the board. The Facebook event was public, and therefore it was also possible to promote by sharing it in different Facebook groups, such as the universities unofficial campus groups. It was im-

portant to encourage the work group members to invite friends, and invite the exchange students via Harald and not only rely on sharing the event in different groups. Personal invite is much more likely to be noticed. With a personal invite, the person gets a notification on Facebook that urges to react to the invitation, preferably to accept it. The Facebook event descriptions are available in Appendix 17.

Visuals are crucial part of catching the audience's attention on Facebook. The so-called cover photo is the first thing to be seen of the event, as it is visible on the top the event page and when the event is shared on Facebook. Therefore it is important to think what the cover photo says (Diamond 2013, 223-224). The designs of cover photos for the Bonanza Facebook event and after party Facebook event are based on the design of the marketing poster created for the event. These all are visible in Appendices 3 and 4. The whole visual identity of the event is derived from the SocialErasmus logo, which is visible in Foto 1 on page 23. The hands in different colours in the logo can be seen to represent togetherness and community of diverse people, which is the feeling we wanted also bring to the Bonanza. Therefore hands were used in the event visuals as well. The visuals were kept simple. This was also an aesthetic choice, but partly due to limited skills in designing. In the work group there was only one person with experience in graphic designing and using software such as Photoshop and Illustrator for creating graphics, but who could not undertake the responsibility of creating the promotion materials due to other duties. Eventually I had to adopt the responsibility. I have no experience in this area and no artistic inclination, which set some limits. Luckily I could utilize my connections, and got help from a friend outside the work group, who had more skills and experience. The materials, including the poster, scorecard and cover photos, were created based on my initial idea that we developed together. Draft versions of the materials were given to the work group for improvement ideas and final versions were created based on the feedback. In the process I definitely learned a lot and could probably manage to create something similar independently now.

As said, the poster was created first. We wanted to incorporate the colourfulness, round shape and the hand symbol of the SocialErasmus. It was a balancing act to include all vital information without making the poster too full. The posters were distributed on Haaga-Helia, University of Helsinki and Metropolia campuses by the work group members. Besides the poster marketing and social media, word of mouth was used as marketing channel. As already mentioned before, the exchange students of the semester were slightly inactive and we had to try to encourage them to participate by promoting the event in personal communications.

The event was promoted also a little during and after the event. The virtual checkpoint acted as a promotional tool in addition to its role as functional part of the event. The photos posted on social media platforms by the participants made the event and ESN visible for the participants' connections on social media. Also the organizers posted some photos on the Facebook during the day. Post-event promotion included a "thank you for participating" -post on the Facebook event page and the feedback survey. In addition, the event was promoted on the international level of ESN on the official ESN SocialErasmus web page by registering the Bonanza as a SocialErasmus event and on Facebook in informal group of the ESN International, which has over 5,000 members.

3.4.2 Success of promotion and suggestions for improvement

The work group gave lots of positive feedback on the promotional materials. The simplicity and clear appearance were well-liked. Especially the president of the ESN HELGA praised the visual appearance of the event, and said that it supported the theme well and that including the hand symbol was nicely done. There was still however much to improve in other aspects of the marketing of the event. The root of the problems in the promotion was the limited expertise and interest in the work group for marketing the event. One solution could be assigning one person to be responsible for the promotion, and only for the promotion, as a whole. Challenge naturally is in this kind of projects that no one might volunteer to take the responsibility, and in informal group coercing can be difficult if not impossible.

In their feedback survey responses, most of the participants evaluated the promotion as good, deserving grade 4 on scale one to five. However, two gave grade 2 "Poor" and significant amount graded the success of promotion to be "Neutral" (grade 3). Also these results suggest, that the promotion of the event could have been done better. From the answers to the open question for improvement suggestions it became apparent that the pre-event promotion had not made the idea and concept of the day clear enough. It should be considered more that exchange students and new degree students might not be familiar with "checkpoint rallies". The content of the event should have been more clearly described and the games and activities promoted more. In future, the international Vappu day could be also promoted as non-drinking event, as providing such events is so important for the organizers, such as ESN, and integrated in their values. It should be of course be done smartly, emphasizing for example the event as a May Day activity where no one is pressured to drink.

To make the promotion more successful, the materials need to be ready earlier. The Facebook event could be already published before all details of the event are ready, and posting "in-progress" updates in the event could be used as promotion tactic. One of benefits of using social media in the promotion is that by posting actively updates in social media fresh information on what the event will include can be given (Vallo & Häyrinen 2012, 86). Different social media platforms could have been utilized more and better in the promotion. As also the ESN HELGA's president noted, Twitter, for example, is a good tool. The ESN HELGA mascot, the Guinea pig "Harald", could have made posts before and during the event about the preparations the event and atmosphere on the day. Another possibility could be inviting local radio or newspaper, or some student/school magazine to the event. However, they need an early notification to make a fit in their schedule and should be approached weeks before the event (Shone & Parry 2013,131). Diamond (2013, 137-148) suggests using email as email is still a powerful visual marketing tool. This could be a vial option, but the organizers' policies must be considered. ESN HELGA, for example, usually does not promote events via email to the exchange students as the email is reserved for informing about the most important, official, issues.

3.5 Team work and project management

An event needs to be the best possible blend of the available resources – time, money, people, and effort – that for many events can be lacking in supply. Also existing organizational structures affect the production of an event, and these should be recognized in the beginning. From project management point of view, creating a successful event requires using "techniques that will ensure an effective, enjoyable and safe outcome". Getting an event started begins from finding the people to do the job and figuring out the idea. Like with the Bonanza, the idea might be already set, partly or in total (Shone & Parry 2013, 98-99). How the idea of the Bonanza emerged and was developed has been covered and now how the production of the event was organized – which techniques were used to manage the people and project – is discussed.

I have referred to the organization of the Bonanza throughout the thesis as a project, but not addressed if it can really be viewed as a project. Project and group work are often used as synonyms. They are, however, not the same thing, even though projects usually include working in groups. In work groups and committees the working methods are more or less collective, and therefore often also less efficient, where as in projects there is a project manager who has the final responsibility, and team members have their own areas of responsibility (Ruuska 2007, 25-26). By this definition, the Bonanza falls somewhere between the two. But Ruuska (2007, 19) also defines a project as something with defined

budget and timetable that gathers together a group of people and other resources in order to execute some certain task or job. As the Bonanza meets this definition of a project, referring to the execution process of this event as a project can be seen valid.

Some of the challenges in the production of the Bonanza, especially the budgeting issues, were related to the organizational structure of the International Division and my role in relation to it. I was not able to identify the organizational structures that affected, for example, the decision making in the event production beforehand (Ruuska 2007, 70-80; Shone & Parry 2013, 274-281). I was not sure to which extent I was allowed to make decisions independently, as the ESN HELGA's president had on the other hand given me free rein as project manager but on the other hand ESN HELGA's operations are at the same time completely monitored and financed by HELGA. Especially important question that should have been answered right in the beginning of the project was who in the end has the financial and legal liability of the event. ESN HELGA is not a registered association and therefore cannot make commitments, ESN Finland was only acting as the named commissioner of my thesis, and the board of HELGA was not supervising the production of the Bonanza directly and therefore reluctant to take the full responsibility. Still, some instance needed to be named responsible for the badge order, park use permission application and safety plan, for example. Naturally the work group members could not assume the liability personally. In the end, the badge order and the application for using the parks were made in the name of HELGA with their permission, and in the safety plan AIESEC H-H, IDS HELGA and ESN HELGA were named the organizers of the event. I discovered afterwards what would have been the correct procedure according to HELGA's division regulations. The International Division's board should have brought to HELGA's board any plans that could create any financial or contractual liabilities for official decision making beforehand (HELGA 2009). According to Ruuska (2007, 73-74) these kinds of conflicts are common for project organizations, and they result from unclarified power structure and responsibilities between the project and base organization, which was the case also with this event project. Also, the more independently the project is administered, the more disconnected the project organization is from the natural communication routes of the base organization. I would define the communication issues as the root of the problems in this project. The responsibility questions and communication were especially complicated in case of the Bonanza due to the amount of organizations cooperating to create the event.

3.5.1   Team of volunteers

Sometimes when an event project begins, it might be known who will be organizing the event but not what kind of an event will be offered. When the Bonanza was initiated, the

situation was opposite; basic idea of what should be organized was known but there was no certainty of who would be doing it (Shone & Parry 2013, 99). As a start, I was appointed as an organizer of the event, and it was clear that representatives from ESN HELGA, IDS HELGA and AIESEC Haaga-Helia should be involved. First meeting to kick off the project was convened by Austris Štāls, the president of IDS HELGA, who is also the HELGA board member responsible for international affairs and therefore acts as the president of the HELGA International Division. The meeting remained open for anyone interested in partaking in the IDB Vappu event production. The aim of the meeting was to find a team of volunteers for organizing the event, which is also the most common way to organize events (Shone & Parry 2013, 283).

It is common for events to be organized by volunteers or by people who are not event professionals alongside their other duties (Shone & Parry 2013, 63 & 65; Vallo & Häyrinen 2012, 91). Volunteering is especially significant for non-profit organizations whose operations can be completely based on volunteer efforts, like is with ESN's local sections. Therefore, getting right kind of people with right kind expertise to volunteer is vital for non-profit organizations (Shone & Parry 2013, 283-284; Vuokko 2004, 28-29). Also any kind of event organizing team or committee needs to secure people with expertise to handle the key jobs. Choices can be limited and range of expertise needed might not be available, especially in case of voluntary teams and when the organizing group is formed from scratch, like was done in Bonanza (Shone & Parry 2013, 100). Bonanza was entirely based on the voluntary efforts of the team members and we just had to make do with the skills and experience available. The work group welcomed anyone to be part of the event organizing team, but had to rely on people's own interest to be involved. In fact, in the first kick-off meeting there were several people present "to see what the thing was about", who then in the end did not participate in the event organization. Indeed, attracting volunteers and making them committed is sometimes problematic in non-profit organizations even though volunteering can be a great way to learn new and does not require anything but time from the volunteer (Vuokko 2004, 29&59). Even though donating time seems like a small input demanded from the volunteer, for students the opportunity cost can be high and too much to ask. Observing fellow students has made it apparent for me that besides disposable income, students often lack excess time to put into extra volunteering efforts, especially "ad hoc". In the Bonanza work group many members were studying full time and working simultaneously and, additionally, already active members of one or several student associations or other, non-school related organizations while carrying out active social life and other hobbies as well.

Regardless of their other engagements, something still motivated people to be involved in organizing the Bonanza. As Vuokko (2004, 28-29) points out, voluntary work can have great benefits and significance for the volunteers. It can offer, for example, feeling of belonging or chance for professional development, or opportunity for CV building, last two being especially relevant for students. Monetary compensation is usually not a valid option. Providing other motivators, such as chances for personal development, interesting challenges and good environment, is vital (Ferdinand & Kitchin 2012, 102 & 105-106; Shone & Parry 2013, 280-281; Vuokko 2004, 28-29). The Bonanza offered the organizers a chance for networking and connecting with the other team members, gaining experience and enhancing their involvement with ESN. And in the end, enough people and expertise were gathered in the team to get everything needed for the event done. However, as acknowledged by Shone and Parry (2013, 100), limited expertise did constrain how fast and well things could be done. General expectations to what could be achieved, and also my personal expectations, had to be adjusted accordingly. Volunteer basis should not be viewed as deficiency regardless of the limitations it sets, as in the end, volunteering is the core of the organizations that produced the Bonanza. Even if resources would permit organizing events with help of professionals, it would not necessarily be justified, as for example ESN's core value is "students for students". It is not only about what is offered for the participants, but what the involvement offers for the volunteering organizers.

3.5.2 Co-operation of individuals and student organizations

There were approximately fifteen people in the work group organizing the event. However, activity of each varied through the process and the work load was not completely evenly distributed. In addition, twenty some people more were helping on the event day, mostly in the checkpoint teams. I took care of much of the practical arrangements, research and decisions myself. The presidents of ESN HELGA, IDS HELGA and AIESEC H-H were involved since the beginning and had important roles in advising and decision making. Outside from the organizing team, the National SocialErasmus coordinator gave briefing and advice on SocialErasmus. Five ESNers from ESN HELGA assisted actively in the project by contacting sponsors, participating in the meetings, brainstorming, planning the program of the after party, assisting on the event day, and taking responsibility of the ESN HELGA's checkpoint. The other cooperating ESN sections had representatives in the work group: the Vice President of ESN Uni Helsinki, the Events Executive of ESN Metropolia, and the President of ESN Aalto. The representatives of ESN Uni Helsinki and ESN Metropolia were active in the work group from very early stages and participated in most of the meetings. Additionally, ESN Uni Helsinki's representative Maija Penttilä took some responsibility of the budget issues as the application for funding for the event from

the ESN General Fund was made by ESN Uni Helsinki and we worked on the application together. Otherwise the other sections mainly took responsibility of organizing their own checkpoints and promoting the event at their section and school.

The division of tasks was based on volunteering of the work group members. They took on responsibilities based on their time, interests, and experience, which is a plausible way to ensure people do something they like and put their best effort in this type of short-term project organizations (Shone & Parry 2013, 284). Delegating tasks was quite challenging in this project. Some members took on tasks enthusiastically and completed them independently and with good results. For example the Trip and Event Coordinator of ESN HELGA managed to get DNA to sponsor the event and one active ESNer acquired condoms for the after party, both fulfilling the duty without need of reminders. However, many of the work group members had many other obligations at the same time, and were reluctant to assume responsibilities. Some also felt they had not the skills or knowledge needed for the task, for example, for contacting non-profit organizations for holding checkpoints or sponsors. Although I would say this was in some cases due lack of self-confidence, among the work group there was also some shortage of skills and interest, especially in marketing and visual design, and of time and energy to innovate and carry out responsibilities.

Key solutions for better task distribution and other group work related challenges of the Bonanza would have been starting the project earlier, meeting more frequently especially in the beginning and stronger team leading especially with delegating tasks. The project was started fairly early, about four months before the event, but starting the preparations was delayed. Getting the preparations going earlier would have allowed more time for determining areas of responsibility and distributing them. Also, completing some easy task in the beginning of a project is a good way to ignite the team work. Meeting frequently in the beginning would have helped the group member find their roles and the team get organized faster (Ruuska 2007, 154).

Regardless of challenges in the team work, there was much positive in the cooperation. Especially successfully making the Bonanza a joint effort of eight student organizations and groups added the value of the project. Cross-organizational cooperation is not of course anyhow uncommon among student or non-profit organizations. In fact, this sector might be better at organizing events in cooperation with others than the company sector, as Vallo and Häyrinen (2012, 54) argue. In the work group of the Bonanza, several members had worked together in some other projects before or knew each other through activities of the organizations or from classes or similar. Previous experience of working to-

gether usually helps the cooperation and roles are found faster among the group, which I also noticed to be true in this project as well (Ruuska 2007,154). For example, the Vice President of ESN Uni Helsinki and I have known each other for a few years and by coincidence were now in the same project, and because of this connection cooperating with her to make the funding application felt easy and natural, and communication was easy and effective. The cross-organizational cooperation for this kind of event gives a great opportunity for expanding not only the organisations' networks but also personal networks of the volunteers. The other ESN sections expressed enthusiastically their interest for participating in the International Vappu event also next year. In addition, many of the work group members got to work together with people they did not know before or knew only little, and made new contacts and even friends. It was very rewarding to notice these friendships forming between the group members along the project, especially as some might have never met each other or never connected so well without working together in this project. I think one of the absolutely bests aspects of volunteering and being involved in international activities, like ESN, is connecting with people who might be very different from one's "regular" friends and who can teach you something new.

3.5.3   Working methods

Work can be conducted with many methods in projects. Ruuska (2007, 150-151) gives as different methods working independently, in pairs and in group. Like often in projects, also in the Bonanza all these methods were used during the project depending on which style suited best the current task and phase of the project. Planning, problem solving and making decisions on important details were mostly done in the work group meetings and sometimes in a smaller group. The preparations were carried out either independently, in pairs or in small groups, such as the checkpoint teams.

The group work was carried out, besides in frequent meetings of the organizing team, with help of a closed Facebook group created for the project. Facebook was a central communication channel in the project, and supported face-to-face communication. Combining both oral and written communication is needed in projects. Complex issues are better solved in person, but at the same time discussions can be unproductive if the issue is not prepared or summarized in written form (Ruuska 2007, 112-113). For example, in this event production, I always prepared an agenda for the meetings, even though the meetings remained informal. The issues were not usually discussed in the order presented in the agenda and things were added to discussion flexibly in the meetings. Preparing the agenda was a way to find the things to resolve. In addition, in the Bonanza all organizers were not able to attend all the meetings, so it was essential to keep everyone up to date

otherwise. Facebook groups and other social media applications can be very useful tool in event production. The key benefits are reduced email correspondence, which can get confusing in bigger groups, easy file sharing – we shared all meeting notes and for example drafts of visual materials for review – and possibility for realtime group conversations (Vallo & Häyrinen 2012, 85). I found especially useful that a Facebook group allows open communication and monitoring who has received the information, as Facebook shows list of people who have seen a post. It was also convenient that all the meetings could be created as events, which means everyone in the group receives notification of the invitation to the meeting. In the Bonanza work group everyone was using Facebook actively, and at least all ESNers are used to Facebook as official communication channel for tutoring and event organizing. Therefore, everyone could be expected to receive information through this channel easily. However, I noticed during the project that a lot depends on the team members' own motivation to stay informed and active, as notifications can be ignored and even people see the posts, it does not necessarily mean that they have read or paid any thought to them. Also, as a project advances, more material and posts accumulate in the Facebook group. Finding some specific information can get challenging as the posts on the group page, and files on files page are shown in chronological order by the latest comment, and it is not possible to group posts or files anyhow. It would help staying organized if some grouping method or folder structure could be used.

3.5.4   Project management

As the project manager I took the main responsibility of the event production and did a big part of the preparations myself as well. As Allen (2002, 4) says, "the event planner's role is to create the conditions in which these events will occur under the client's event and budget guidelines". My role as the project manager was to ensure that the event would get organized and preparations done in time and well enough to avoid repeating the failure of the previous year's international Vappu event. Like any project manager should, I had a system for keeping track of the total process throughout the whole project (Vallo & Häyrinen 2012, 224).

The Bonanza was in the end result of a team effort. Many people were involved in the event production and contributed to the success. As the project manager I felt it was important to consider that everyone involved was volunteering and had other obligations. I could have demanded more help from the work group members – and as after thought, maybe should have, as too many responsibilities, such as the budget and creation of the marketing materials, fell on me. At that time, however, I found group cohesion and interpersonal relations more important than getting things done by force. Delegation was diffi-

cult in this project, partly because of the lack of enthusiasm in the work group for taking on responsibilities, but also because of my lack of skills and experience as manager and delegator. I did not really know how to make people to take responsibilities and how to encourage and support them. Ability to delegate is a necessary skill for a project manager, and in the Bonanza tasks should have been delegated more (Ruuska 2007, 137; Vallo & Häyrinen 2012, 224). To improve delegating, I would now consider how the preparations and tasks could be divided into smaller parts in order to make taking on a responsibility easier and less burdening. In addition, I would give the tasks always to a pair of work group members to do. This way the responsibility would be shared, and the people would be accountable to each other and not only to the project manager – which hopefully would motivate to take care of the task. Also Ruuska (2007, 138) remarks that delegating to a group is a faster and more reliable way to delegate. One of the advantages is also that the group might find new point of view that the project manager might not have thought of.

The delegation that was done in the project was not frictionless. In addition to the issues related to the responsibility over the budget already mentioned, there were some problems the sponsor acquiring to one work group member. The person did not fulfil the duty well – he managed to get Viking Line to donate prizes for the event but forgot to arrange the delivery of the prize, which I found out just one day before the event. This is one of the problems of delegation: the responsibility can be accepted only partly and completing the task fails or is delayed because of lack of commitment and prioritizing other things – such as school work or social life. Problems can be related to the supervision of the project manager as well. In the Bonanza, I should have overseen more that the contacting of sponsors was going well, reminding of the task and offering support, but I was too occupied with my own duties. Check-ups are crucial in projects (Ruuska 2007, 138-139; Vallo & Häyrinen 2012, 230-231). Too intense supervision can be the problem in some cases as well and in experienced managers often feel the need to keep control of everything. However, in teamwork empowering the members is the key, because when people are given responsibility they also tend to act more responsibly (Hayes 2002, 2-3; Ruuska 2007, 137-138). Considering this, even though I probably should have controlled some work more, my decision to give people responsibility and trust them was not completely inadequate. Some of the tasks in the Bonanza were indeed delegated and finished with great success, as noted in the previous section.

Besides possessing the already mentioned qualities, a project manager needs to be fully committed to the project (Vallo & Häyrinen 2012, 224). The very base requirements for being a good project manager is being proactive and cooperative (Ruuska 2007, 141). Personal interest in ESN and the theme of the event gave me a lot of motivation and

made me committed. I believe I filled the basic requirements, and even though I am not very innovative, I was able to take initiative and committed to enabling cooperation. As Ruuska (2007, 131) says, managing a project does require participative leadership based on open communication. Being constantly present is crucial – the project manager needs to make himself available for the project team to reach. For success, a people oriented leadership style is required. Different leadership styles can be summarized in a so-called managerial grid to four types based on the manager's relative focus on the people and task. An example of such grid is in Figure 2, which is based on the model introduced in Ruuska, originally developed by Blake and Mouton in the 1960's. This kind of a grid is naturally very simplified model, but can be useful framework for analysing leadership styles (Ruuska 2007, 130-134).

None of the leadership styles can be said to be the best, but different styles are needed in different situation – a different style that suits should be chosen for different kind of projects or even for different phase of the same project. Every manager also has a style that is the most natural for them, and to which they tend to use especially under pressure even if it is not the best suited for the situation. For the people oriented "team player", the well-being and cohesion of the team is the number one priority, and more important than

Figure 2. Managerial grid describing leadership styles (Ruuska 2007, 133)

achieving the goals. "The group member" is more evasive and has low concern for both people and results. In this type of leadership, the priority is in belonging to the base organization and self-protection by avoiding responsibility of any mistakes. "The ruler" focuses on getting the job done and can be a dominant leader, and does not give much consideration on interpersonal relations. "The team leader" balances between the styles of the "team player" and "ruler" encouraging teamwork and commitment among the team. In projects, generally, the more people oriented leaderships styles are more efficient, even though the commanding style of "the ruler" can be useful at times (Ruuska 2007,132-135).

In the Bonanza, my leadership style was probably mostly that of "the team member". Even though sometimes more directive style would have been needed and my project man-
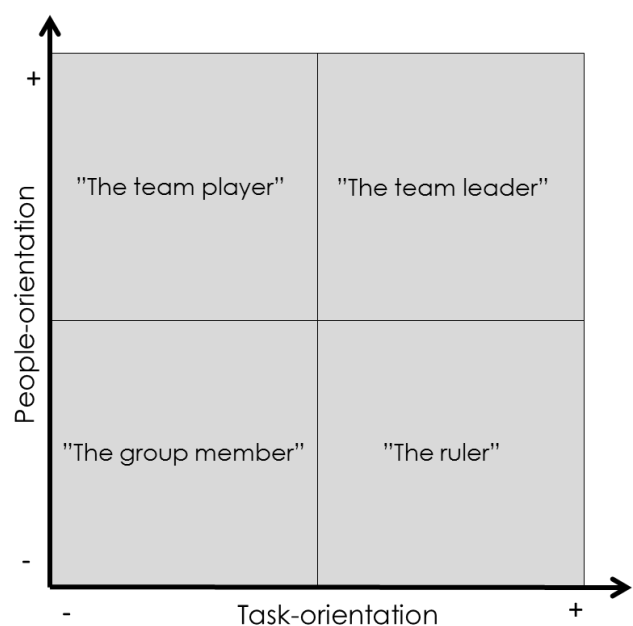
agement was definitely not perfect, all went well in the end. I received a lot of positive feedback from others, but also constructive suggestions for improving my performance for the future. One of the things to improve mentioned by the ESN HELGA's president was setting more deadlines for tasks and being stricter with them. Strict deadlines for most important tasks should have been set right in the beginning of project and made known to everyone. He also mentioned the already discussed issues with specifying responsibilities and dividing tasks, but also acknowledged that the team was not as motivated and active as could be wished for. Nevertheless, I felt my project management skills, work and input were appreciated and good enough.

3.6   Overall success of the event day

A successful event has unique atmosphere and makes the participants and organizers feel good. The success of an event can be sensed (Vallo & Häyrinen 2012, 101). Right after the event, I personally had the feeling of emptiness that is very common for event organizers, and could not really sense the success of the event right then (Vallo & Häyrinen 2012, 241). Naturally, everything was not perfect, and there is always room to improve.But after analysing the event day a few days after, and based on the event staff's comments immediately after the event, I would say that the event was successful.

Based on the feedback survey and observations at the event, the participants liked the event, which is an important determinant of the success. Almost all respondents gave the event an overall grade of at least "good" or 4 on scale 1-5. Only three gave grade 3 "neutral", and none gave lower grade. All respondents also would attend same or similar event again, which shows that the success of the event was at least satisfying. The summary of the responses can be found in Appendix 2. I also received positive comments from the event staff after the event, and they noted that the event had gone well, the participants had seemed to enjoy, and they had had a good experience themselves. Quite many participants and majority of the staff came to the after party as well, which also indicates that the event must have been nice in their opinion.

What did the participants like in the Bonanza then? In the feedback survey's open questions, the participants brought up the atmosphere, the content and difficulty level of the checkpoints, working in a group and that the event's focus in something else drinking. The atmosphere was said to be positive and the whole afternoon "lovely". Some mentioned that they liked that the games were not too difficult or long, which left "time to chill". They also liked that the games emphasized group effort. The checkpoints were praised as creative and fun, and the games were not humiliating nor made the participants feel embar-

rassed, which was an important goal. We wanted to everyone feel welcome and relaxed. Overall, I would say the checkpoints were well done and successful. Besides having nice activities on them, each also was connected to the theme of the day "SocialErasmus". Incorporating the theme in a fun way was not that easy. The president of ESN HELGA told me afterwards in a feedback discussion we had, that he had had doubts of the success of the checkpoints and especially of the connection to the theme, but he had been positively surprised at the event as the checkpoints had actually been great and all incorporated the theme well.

 In the survey, the respondents were asked to choose their favourite checkpoint, and clear "winner" was ESN Aalto checkpoint "Play out stereotypes". The stereotype play was the checkpoint I had most concerns beforehand, as bringing out stereotypes of different nationalities could easily be offensive. I am glad that the ESN Aalto checkpoint team clearly had the professionalism and good taste to execute the activity in a positive way, which the participants also clearly appreciated. Clearly, this was a good activity idea to have in the event, but, however, if similar activity is included in some event, careful consideration is needed. It is important to remember that in some cultures criticizing or making fun of your own culture is viewed a lot more negatively than in Finland for example. The stereotype play should remain positive and not focus on negative impressions of the cultures. The other two checkpoints receiving votes were HELGA's and IDS HELGA's checkpoints, which were the two checkpoints with more physical activities. More active games seem to appeal better to the students, and I would recommend including them more in similar events, and next year's international Vappu event could for example include "Olympics" again. Even though the easiness and content of the checkpoints and the event received positive comments in the survey, these things were also mentioned in the responses for improvements in the event. More challenges, checkpoints with activity, like HELGA and IDS HELGA checkpoints, and connecting the checkpoints together better were wished for.

Probably the most successful part of the Bonanza was that it did reach and bring together different people, especially in the organizing committee. Besides that, one of the greatest achievements of the event was from the organizer point of view was that it differed from the usual, alcohol-laden Vappu events, as the president of ESN HELGA noted. It is important also to offer events for people who are less interested in drinking in the future. Having these alternatives is crucial also for the reputation of ESN, as Erasmus exchange and events are widely perceived as party oriented, but in reality that is not the aim of ESN. Additionally, shifting the focus from alcohol in activities and events is vital part of the values of all of the organizations involved in the production of the Bonanza.

4 Discussion

There are two main issues to evaluate when an event has been organized: if the event met the objectives set for it and what can be improved for the next time, if the event is going to be organized again (Shone & Parry 2013, 313). I have discussed the issues in the organization of the International Wappu Bonanza and given my recommendations for how the event could have been improved in the previous chapters. In this chapter, the evaluation of meeting the objectives of the event are brought into the discussion. Additionally, the outcome of the thesis and the utility of the project for the organizers and commissioner are analyzed.

4.1 Meeting objectives

As Vallo and Häyrinen (2012, 21) note, one of the main strengths of using events in marketing is that the organizer can set clear objectives for the event and immediately after the event see if the objectives were met. Every produced event is also a chance to learn for the organizers. In learning, evaluation and reflection have a crucial role, as can be observed in the action-reflection cycle of action research introduced in the beginning of this thesis (McNiff & Whitehead 2001, 18, 41; Vallo & Häyrinen 2012, 94).

The objectives of the project were defined in section "1.3 Objectives". Of the set objectives, creating materials and a thesis report to help with organizing the international Vappu event and other similar events in the future was easily achieved. In the event production, a lot of materials were created, from permission applications to marketing posters. I addition, I made notes of all the meetings of the work group to keep track of the process for the thesis and future purposes. At the end of the project, I wrote an event report that is done of all ESN HELGA's events to ensure continuity and organizational learning, and compiled all the materials to a Dropbox folder that I shared with ESN HELGA's board and the international coordinator of HELGA, so that they can save use them in the future. Another goal was to make the annual international day in HELGA 8 Day May Day better organized event than in previous years. I can with confidence say that this goals was reached, as production of the Bonanza was started significantly earlier than the previous year's event and the end results were definitely better. However, the final success of these objectives can be determined only after the publication of this thesis. The material bank has been created, but I have no control over whether it will be utilized or not. Also, even though this year the event was better organized, the future of the international Vappu events is uncertain, as if better practices were established depends on the future organizing committees and if they will follow the example of the Bonanza. The challenge is

that the International division has not been able to establish routine for organizing their Vappu event, unlike most of the other student associations – and routines are valuable tool in transferring knowledge in organizations (Argote 2013, 182-183). This is common for all events, as they are organized by dynamic teams and knowledge can be lost as individuals leave the organization (Ferdinand & Kitchin 2012, 73).

The most measurable objective, having 300 participants at the Bonanza, was not met as only approximately 130 people visited the event. There were several reasons to this. Firstly, the objective was ambitious and probably highly unrealistic. It was not based on any factual knowledge from e.g. participation rates of previous years' events or other similar events. Also, as I already discussed above, the main target group of the event, the exchange students at Haaga-Helia, were unusually inactive in participating ESN events during the spring. There is also almost over supply of events for students during the Vappu time in Helsinki, and standing out in the competition is hard. On the same day, "Jokikadun appro", another event part of HELGA 8 Day May Day and aimed at Haaga-Helia's students, was organized in Porvoo, so there was also direct competition. To reach the goal of 300 participants, many things, including weather, should have fallen into place. Especially more successful promotion of the event would have been needed.

The main goals of the Bonanza were creating a successful SocialErasmus event to launch the program at ESN HELGA and increase the visibility and interest for ESN among the students of Haaga-Helia. I have already discussed in detail if the event filled expectations set for SocialErasmus event and if the Bonanza was in general a successful event. My conclusion is that the Bonanza can be seen as a successful SocialErasmus event. The preparations and the event itself did bring more attention for SE in ESN HELGA, as there were many ESNers involved in the event production and the event was discussed in a few member meetings of ESN HELGA, and promoted through their communication channels. In that sense the goal was met, but if the event succeeded "launching" SE in ESN HELGA cannot be determined yet. The long term effects and if SocialErasmus will stay as a point of interest in ESN HELGA in the future remains to be seen.

It is difficult to measure, if more interest was gained for ESN among the students of Haaga-Helia, especially in the scope of this thesis. However, the gained visibility for ESN and SocialErasmus can be analysed to some extent. As the ESN HELGA's president said, one of the greatest achievements of the Bonanza was how it reached and brought together people. According to the Facebook event statistics, the Bonanza reached hundreds of people. Over 470 people saw the event invitation and reacted to it actively. 372 took enough interest in the event to at least consider participating in it. Additionally 473 people

were invited, but did not react to the invitation notification, and it is impossible to say if they noted the invite. The total reach of the event according to the "Insights" offered by Facebook was 38 000 and total amount of people who viewed the event page was 1 600. The event was also beneficial for the visibility of the SocialErasmus as many people not familiar with the program were certainly reached. The Bonanza was so far the biggest SocialErasmus event in Finland and the president of ESN HELGA praised it as an important for the visibility of the program. The event was noted in the informal ESN International Facebook group as well, and on hindsight the event should have been promoted in the ESN communication channels more before the event as well as after.

4.2   Utility of the event and thesis and recommendations for the future

I can with confidence say that this project was as a whole useful for the main stakeholders, i.e. ESN HELGA, IDS HELGA, AIESEC H-H. They got someone to take over the responsibility of the organization of the international Vappu event this year. The event was organized, even with success or at least better than previous year, and as such the thesis project was already useful. But the utility of the project does extend beyond that.

Now that the event was organized as a thesis project, the production was done diligently, the success of the event was analysed carefully, and the materials and information of the process were saved for future use. The work done for the Bonanza can be used next year for the international day of HELGA 8 Day May Day, or for other events. The Bonanza's scorecard, checkpoint ideas and park use application can be used as a base next year. Feedback of the event was collected and analysed, and this can be utilized to make the event next year better. Also, if other organizations are to be asked to join the event, next year the organizers do not have to go all the trouble in finding out which organizations might be interested and who is the right person to contact in that organization. I collected all that information to the event report that I completed for ESN HELGA and HELGA. I decided not to include the report as an attachment as it is several pages long, and all content has been covered in the main text. I also decided against including the contact information list as an attachment as the thesis will be a public document. Regardless, all the materials and information are available for the future organizers to utilize and build on, but it is naturally up to them if they will do so. The possibility to use this year's experiences and develop the event further exists. The challenge is the continuity. In student organizations the turnover is often high, and next year there might be no one in the organizing committee that was involved in the Bonanza, and there is no guarantee that the new committee will be made aware of the availability of the information. And as Shone and Parry point out, in organizations review of previous events and actions is often forgotten

when starting to plan the next event, even if it was originally intended (Shone & Parry 2013, 313). I see this as a major risk for the next year's international Vappu event, because of the challenges in discontinuity and boundaries of volunteer expertise. Sharing the information should be however attempted, as knowledge of the previous activities is important (Shone & Parry 2013, 110).

Potentially, the experience from the Bonanza can be utilized not only by ESN HELGA or the International Division of HELGA, but more widely in ESN as well. The Bonanza was not a typical SocialErasmus event, and other sections could – and are free to – use the ideas and modify or develop them for their benefit.

The Bonanza could be organized also as such again. An event can be organized again and again successfully if it is updated regularly. The name and basic idea can be maintained year after year - if they are good enough - but the concept of the event needs to be renewed to meet the changing demand. The audience and organizers should not get bored, and something new should be brought to the repeating event every time (Vallo & Häyrinen 2012, 72-75). This should be kept in mind if the concept of the Bonanza is to be reused. However, I would not see it as a bad thing if the international day of the HELGA 8 Day May Day would be a completely different every year, as most of the events in the event rally are the same year after the year. The international day can be the chance to bring something new and interesting to the mixture each year. The discontinuity could be embraced and used as an advantage over the other, repeating events, and should also be utilized in the promotion of the event. Nevertheless, the wheel does not have to be invented again, and the organizing committee should learn from the experience of the previously organized International Vappu events and utilize the materials and contacts already made.

I have already pointed out the improvement points in the event production of the Bonanza extensively and given recommendations throughout this report. I will not repeat all my recommendation here, but to summarize, as a main recommendation to the organizers of the next year's event I would say: bring more physical activities to the event. The content of the event will of course depend on the chosen theme and focus of the event. However, if I was the one making the decision, the next year's international Vappu event would be something more like the "Galactic Olympics" organized in 2013, with sporty games – and definitely with teams mixed by the organizers.

4.3   Self-evaluation - the thesis project as a learning process

I found the topic of my thesis interesting and beneficial for my professional growth in many ways. Overall, I think the topic was a good choice as it fulfils the requirements of a good thesis topic given in the Haaga-Helia thesis and report writing guidelines:

> "A good thesis has a topic that
> − is beneficial to working life
> − develops the student's professional competencies
> − is of current interest and introduces something new to the possible commissioning party
> − is well delimited
> − is interesting to the student." (Haaga-Helia 2014)

As said earlier, events are used for marketing purposes more and more, and people who know how to do it are needed in working life (Fill 2013, 561; Vallo & Häyrinen 2012, 19). As Vallo and Häyrinen (2012, 91) acknowledge, events are organized extensively by employees who are not event professionals alongside their other duties. Still, creating successful, functional events requires specific competence and the skills must be learned somehow. One of the basic aims of the ESN sections is to organize events, and as the ESNers – and all the student actives at other student organizations – take on these tasks, they learn how to organize them, and take the skills and knowledge with them to working life (Erasmus Student Network 2011, 171). Also the production of the Bonanza offered some students a chance to gather experience that will benefit working life eventually as they proceed in their career.

Naturally, I was one of the people who gained experience through the project. My professional competencies were developed, especially organizational, assessment and project management skills. I was involved in the event production from beginning until the end, and as I had the responsibility of the project, I saw all the steps of the process. Due to the relatively small size of the event, I was able to observe the whole as well as take care of practical details myself, learning diverse new skills that will certainly come useful in my career. From this experience I particularly learned how crucial good planning and controlling are in organizing events.

The theory supported my learning as well. The amount of guidebooks for event production and project management is massive, and finding the best and most suitable ones was at times challenge. Not all literature was useful, as for example the approach in the American literature to organizing big corporate events is so different from that of needed for a small, student run non-profit event in Helsinki. I found Vallo and Häyrinen's book "Tapah-

tuma on tilaisuus" on event marketing and organization and Ruuska's book "Pidä projekti hallussa" on project management the most useful guides for this thesis, besides the ESN and Helsinki specific instructions and materials. The both books contain all the theory, needed for this scale of event – and a bit more – and their practical approaches were effective. The other materials were crucial for the project, and I learned in great detail what to consider with, for example, an outdoor event organized in Helsinki, and an event that needs to comply with requirements and values of a certain organization.

The topic was of current interest and useful for the commissioner. There was demand for the thesis as the International Division had acute need for someone to take charge of organizing their event at the HELGA 8 Day May Day. Organizing the event as a thesis project was current interest for them as the last year's event had failed and there was need for systematically developing the event and finding out how to improve it this year and coming years by collecting feedback and analyzing the success. The thesis introduced something new for the named commissioner, ESN Finland, as well. This was to my knowledge first time the message of the SocialErasmus program was connected to a this type of more traditional student event.

The thesis has a clear delimitation as the focus is in planning and implementation of a single event, from the viewpoint of creating a successful event to be used as a marketing tool. This angle of event marketing was not included in my initial plan for the thesis, but in the process I realized that organizing the event was essentially about this. As this perspective to the topic emerged again and again, and started to interest me increasingly, I adapted my approach to include it. Overall, I found the topic meaningful and interesting. I never had the feeling I was doing something that was useless. The benefits for the involved organizations and personal utility were clear in my mind. The whole project was time of professional growth. The process took time – work of planning of the event, implementation, collecting the feedback and finally writing the report was spread over several months. I was not able to keep the schedule I had planned for the writing. I learned resilience as there was more work and the process took longer than I had anticipated. Regardless, I am content that I kept working carefully, as I would not have been satisfied with poorer quality. I feel I have reported the aspects of the event production well and analyzed critically the end result. The thesis meets the expectations I had set for it in terms of the quality and utility for the commissioner. The end product and my work are naturally not perfect. However, in a thesis like in action research it is more important to aim to evaluate if what is done is the best it can be and discover how it can be improved if necessary, than to aim for perfection (McNiff & Whitehead 2001, 90). The improvement points in case of the Bonanza have been identified throughout the thesis whilst also answering the re-

search questions set in the beginning. But have all the evaluation and the recommendations been valid? The validation of the work has included self-validation and judgment by others. I have tried to be critical and objective by always questioning my initial thoughts and assumptions. The conclusions have been compared with the feedback results and views of others involved in the project. Especially the president of ESN HELGA has acted as "a critical friend". The final validation is naturally done by the reader who judges if what has been said is believable (McNiff & Whitehead 2001, 102-105).

4.4 Impact of events

Events have a lot to offer for non-profit organizations. For NGOs it is important to consider what makes the stakeholders – "customers", volunteers or other people important for the organization – interested in the organization and how to make them engage. Even though NGOs do not sell products they do aim to offer something to their "customers" – values, services, et cetera – and want the loyalty of their stakeholders. They do have need to be customer oriented. The connection between the organization and the stakeholders is in key role. Being customer oriented means for the NGOs being able to create and enhance connections and contacts that are important to the customer. These connections are not always rational, but subjective and based on emotion (Vuokko 2004, 71). As events are in the end about contacts and connection – they are a chance to encounter another human being – I see events as possibilities for the non-profit organizations to offer their "customers" what they need (Vallo & Häyrinen 2012, 11). Non-profit organizations face often the situation that the demand for their main service or offering is far greater than they can offer. Still, they can at the same time face severe lack of interest in other fields and suffer from scarcity of volunteers or funding. Attracting motivated and committed volunteers can be a challenge for the organization (Vuokko 2004, 28-29, 53). Events can be helpful in this, and not by only when they are targeted at new potential volunteers or funders. As Vallo and Häyrinen (2012, 13-14) describe, organizing an event can be a good way to engage the employees – or, in case of NGOs, volunteers. At best, being part of making the event happen, the people will feel proud of the organization and working together towards a common goal will give them feeling of belonging and empowerment.

Events can have also bigger social and political impacts. Connections – networks and communities – created in the events can transfer into the world beyond the event. Events can intensify existing relationships or initiate new social connections. The social impacts can be various – increased mutual understanding, creation of tradition, feeling of inclusion or social integration, for example – and happen on different levels – on individual, family or community level. The effects can be naturally also negative, opposite of the mentioned

(Wilks, L. in Richards et al. 2013, 1). The impacts of events can be even political. The positive and useful social and economic benefits can extend not only to the organizing instance but to the area, region or even nation. These political impacts can come in form of created jobs, income or community cohesion in the area. Events affect reputation and image of the organizer as discussed already, but additionally they can have a significant effect on the reputation of the community or area. At their most effectual level, events could influence public opinion and therefore used to support some good cause (Shone & Parry 2013, 82-84).

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Appendices

Appendix 1. Feedback questionnaire

International Wappu Bonanza 2015 - Feedback survey

This survey is for evaluating the success of the event International Wappu Bonanza 2015 on Friday 24.4.

The event was organized by ESN HELGA, IDS HELGA and AIESEC H-H in cooperation with ESN Uni Helsinki, ESN Metropolia and ESN Aalto, and it was part of HELGA's 8 Day May Day. If you participated the event, please take couple of minutes to answer this survey!

Your answers will be very valuable in evaluating the event and assessing if same event will be organized in the future, and in that case, improving for next time. In addition, the answers will be utilized for a Bachelor's thesis for Haaga-Helia UAS. All answers will be handled confidentially.

If you wish to participate in a raffle, please enter your email address at the end of the survey. Great prizes from our sponsor, Viking Line! The draw will be held on Sunday 3.5. using a Random Integer Generator (random.org) and winner will be contacted personally.
Email addresses will be handled completely confidentially and they will not be stored with the survey results. The email addresses will be ONLY used for contacting the winners: they will not be given to third parties or added on any mailing list and they will be deleted after raffle has been completed.

Thank you for your participation!

* Required

Are you .... *
○ Degree student
○ Exchange student
○ Not studying at the moment (working, unemployed etc.)

Where do you study at? *

○ Haaga-Helia University of Applied Sciences

○ Metropolia

○ University of Helsinki

○ Aalto University

○ Not studying

○ Other: [_____]

Are you participating in the HELGA 8 Day May Day? *

○ Yes

○ No

How did you hear about event? *

Please choose the source of information from which you heard about the event for the first time.

○ Facebook

○ From a friend/word of mouth

○ Poster

○ As part of HELGA 8 Day May Day

○ Other: [_____]

How successful was the pre-event promotion? *

Please rate the promotion of the event, 5 is the best, 1 is lowest grade

○ 5 Very good

○ 4 Good

○ 3 Neutral

○ 2 Poor

○ 1 Very Poor

How did you like the event in general? *

Please rate the event based on the overall success and atmosphere, 5 is the best, 1 is lowest grade

○ 5 Very good

○ 4 Good

○ 3 Neutral

○ 2 Poor

○ 1 Very Poor

Which was your favorite checkpoint?

○ ESN HELGA - Language barriers

○ ESN Aalto - Play out stereotypes

○ AIESEC H-H - Everyday problems

○ ESN Uni Helsinki - No Hate Speech Wall

○ ESN Metropolia - ExchangeAbility

○ HELGA - Wappu surprise

○ IDS HELGA - Jump Street

○ #WappuBonanza virtual checkpoint

How visible was the theme (SocialErasmus) at the event in your opinion?

○ 4 Very clearly visible

○ 3 Fairly visible

○ 2 Somewhat visible

○ 1 Not visible

Would you attend same/similar event again in the future based on your experience? *

○ Yes

○ No

What did you like the most about the event?

How do you think this event could have been improved?

Email address for participating in the raffle:

Submit

Never submit passwords through Google Forms.

Appendix 2. Summary tables of the feedback survey results

Total responses: 22

Tables show the amount of responses for each choice

Respondent demographics

School	
Haaga-Helia	20
Laurea	1
Metropolia	1

Student status	
Degree student	20
Exchange student	2

General

Participating in HELGA 8 Day May Day	
Yes	20
No	2

Favourite checkpoint	
ESN Aalto - Play out stereo-types	11
IDS HELGA - Jump Street	7
HELGA - Wappu surprise	4

Event success

Overall grade for the event Scale 1 - 5	
1 Very poor	0
2 Poor	0
3 Neutral	3
4 Good	11
5 Very good	8

Would attend same or similar event again	
Yes	22
No	0

Theme

Visibility of the SocialErasmus theme Scale 1 - 5	
1 Not visible	0
2 Somewhat visible	4
3 Fairly visible	5
4 Very clearly visible	13

Promotion

Source where heard about the event	
As part of HELGA 8 Day May Day	15
Facebook	2
From a friend/word of mouth	5
Poster	0
Other	0

Success of the promotion Scale 1 - 5	
1 Very poor	0
2 Poor	2
3 Neutral	6
4 Good	12
5 Very good	2

Appendix 3. Marketing poster

Friday 24.4.
Checkpoints open 15:00-19:00
@Karhupuisto

INTERNATIONAL WAPPU

BONANZA 2015

Fun, free checkpoint race wrapped around "SocialErasmus" –theme
Part of HELGA 8 Day May Day!

After party @ Uggla, Annankatu 10, 20-04   Tickets at door 8pm-11pm 2€ with any student card
Free entry with Bonanza scorecard until 00:00   /4€ without, after 11pm tickets sold by venue

Appendix 4. Facebook event banners

Facebook event banner

Facebook event banner for the after party

Appendix 5. Scorecard and checkpoint map

A4 colour print, folded. Outer pages:

Inner pages:

Appendix 6. Coverall badge design

Coverall badge vector design

Coverall badge sample picture

Appendix 7. List of checkpoint activity ideas

The list is based on the ideas collected in the work shop in the IDB Vappu work group meeting on 12 March 2015.

- HELSINKI QUIZ: fun questions about Helsinki, quick answers/multiple choice e.g. How many metro stations? Which 2 metro stations have name in English? Participants could answer together in groups. Must get certain amount right before proceeding to next checkpoint (e.g. 3)

- FIND A FOREIGNER & LEARN: participants will be given a country and they have to go around to find someone from that country, and ask them to teach something (e.g how to say hello), and bring that "lesson learned" back to the checkpoint

- ANTIRACISM SELFIE: virtual checkpoint: participants must find other people from different countries (task could be e.g. 4 different continents) and take a selfie together with them, and post it on Twitter, FB or Insta with our hashtag. We would need to check the participation at the end point or have separate physical stand for marking score for this (could ask a sponsor to join and take over this duty, good visibility for them as well).

- PAIR FUN FACTS WITH COUNTRIES: participants would be each given paper slips with bizarre/fun facts and they would need to place the slip on correct place on world map. Everyone coming at the same time to the checkpoint are allowed to cooperate and discuss

- STEREOTYPE PLAY: participants are given stereotypes that they must act out

- REVEAL THE TRUTH

- PICK-UP A TRASH: simple as that, must arrange garbage bags and plan how to get rid of the trash afterwards

- COOPERATION CHECKPOINT: some kind of physical game that forces the participants to cooperate, e.g. 5 people need to make pushups without legs touching ground / getting team over grid (2x3 squares) drawn on ground with only touching 2 squares / getting over certain distance of ground (e.g. 8 m) with everyone (e.g. 4 people) not toughing ground using e.g. the blue beer basket thingies

- FIND HIDDEN LOGO: participants are given clues of hidden logos (of non-profit organizations/other good causes, drawn on reusable/recycled materials) around the area and they must find them and take a photo of themselves with the logo and show it at checkpoint

- SPRING CLEANING: spring cleaning is done in the parks at that time, find out if one checkpoint could make participants help in cleaning somehow

Appendix 8. SocialErasmus planning tool

Date: 27.2.2015

Creating a SocialErasmus event   **ESN Finland**

Name of the event	The date
SE themed day in HELGA's 8 day Wappu	24.4.2015

Goals and results
- creating interaction between the international and local students and local community - more visibility & interest for ESN among the students in Haaga-Helia - making SE better known among exchange & local students - 200+ participants

Social impact
- raising awareness of certain issues, affecting attitudes

Local community and international students
- local organizations will be asked to hold check point, which allows direct contact - checkpoint will be designed so that they will benefit local community

Resources- what is needed, how much etc.
Check point rally: - materials for checkpoints, tents etc. (each keeper brings their own) - rewards for organizers (drink coupons for after party, snacks during day?) - coverall badges - rally maps, stamps After party: - nothing much? - if activity/program, materials for that (to be defined later)

Potential limitations, threaths etc.
- big threat: bad weather - will city give park space for use ? - marketing not successful

Time table
WK 10:   • application for park done

- after party venue chosen
- make detailed timetable

WK 11:
- badge order (?, depends on Austris)

By end of March:
- Check point keepers confirmed
- Sponsors

2 wks before:
- Checkpoint ideas confirmed

How the event is marketed?

Focus on some: 8 day wappu channels, HH facebook groups and pages (incl. HELGA, ESN HELGA, IDS etc)

Do we need cooperators? Which ones?

Organizations etc. to hold checkpoints:
- HELGA
- ESN-HELGA
- IDS
- AIESEC
- ESN Uni Helsinki
- ESN Metropolia
- ESN Aalto (? very uncertain)

- + 3-8 external organisations (maybe Puistokummit, Red cross, Unicef, Hesy, Salvation Army or such)

Sponsors:
- sponsors to cover material costs
- condom brand for give-aways at afterparty?

Appendix 9. Project timelines

Visual project timeline plan for organizing
the International Wappu Bonanza 2015

Afterparty venue chosen
3/3/2015

Afterparty details confirmed
13/3/2015

ESN GF application
22/3/2015

All checkpoint keepers confirmed
29/3/2015

Badge design chosen
3/3/2015

Checkpoints ready
5/4/2015

Event name chosen
3/3/2015

Posters ready (printed)
6/4/2015

Checkpoint venue chosen
5/3/2015

Map ready
11/4/2015

Preliminary budget
11/3/2015

All materials ready
17/4/2015

Posters designed
22/3/2015

Feedback form published
24/4/2015

HKR application
10/3/2015

Sponsors confirmed
29/3/2015

Project start
11/2/2015

Badges ordered
13/3/2015

FB event publishing
1/4/2015

International
Wappu Bonanza
24/4/2015

2015   helmi   maalis   huhti   touko

ESN GF and HELGA reimbursements   24/4/2015 - 15/5/2015

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Project timeline plan for organizing the International Wappu Bonanza 2015

Milestones		
Week of preparations	**Due date**	**Description**
1	11.02.2015	Project start
4	03.03.2015	Event name chosen
	03.03.2015	Afterparty venue chosen
	08.03.2015	Badge designed
5	08.03.2015	Checkpoint venue chosen
6	10.03.2015	HKR application
	11.03.2015	Preliminary budget
	13.03.2015	Badges ordered
	13.03.2015	Afterparty details confirmed
7	22.03.2015	Posters designed
	22.03.2015	ESN GF application
	29.03.2015	All checkpoint keepers confirmed
	29.03.2015	Sponsors confirmed
8	01.04.2015	FB event publishing
	05.04.2015	Checkpoints ready
9	06.04.2015	Posters ready (printed)
	11.04.2015	Scorecard design ready
10	17.04.2015	All materials ready
11	24.04.2015	**BONANZA**
	24.04.2015	Feedback form published
After event	10.05.2015	Feedback results collected

Tasks	
Weeks	**Description**
4-6	Contacting sponsors
3-7	Contacting organizations to hold checkpoints
After event	ESN GF and HELGA reimbursements

Realized project timeline of the organization of the International Wappu Bonanza 2015

Milestones		
Week of preparations	**Date**	**Description**
1	11.02.2015	Project start
4	03.03.2015	Event name and concept chosen
	03.03.2015	Badge designed
	05.03.2015	Venue chosen
	06.03.2015	Afterparty venue confirmed
5	10.03.2015	HKR application submitted
6	19.03.2015	Badge quotation request
	20.03.2015	*Badge order placed*
	20.03.2015	ESN General Fund application submitted
8	30.03.2015	Sponsor confirmed: DNA
	02.04.2015	Partner confirmed: Kallion seurakunta
	04.04.2015	*Facebook events published*
9	06.04.2015	*Poster design ready*
	08.04.2015	*Posters printed*
	10.04.2015	Safety plan submitted
10	14.04.2015	Badges arrived
	15.04.2015	Checkpoints confirmed (keepers, general content & names)
	16.04.2015	*Scorecard design ready*
11	22.04.2015	Scorecards printed
	23.04.2015	General equipment materials ready
	24.04.2015	**BONANZA**
After event (next day)	25.04.2015	Feedback survey published
After event (week 1)	28.04.2015	Raffle held
After event (week 2)	10.05.2015	Feedback results collected

Tasks	
Weeks	**Description**
2-3	Venue search, after party venue search, badge design draft, research and planning
5-9	Contacting sponsors
6-9	Contacting organizations to hold checkpoints
After event	ESN GF and HELGA reimbursements *(within 1 month)*
	ESN HELGA Project plan

Appendix 10. Event area and preliminary checkpoint location plan: attachment of the park use permission application

HAKEMUS. Alueidenkäyttö. Liite 1.
Haaga-Helian opiskelijakunta HELGA / International Wappu Bonanza 2015

Käyttöön haettavat puistoalueet:
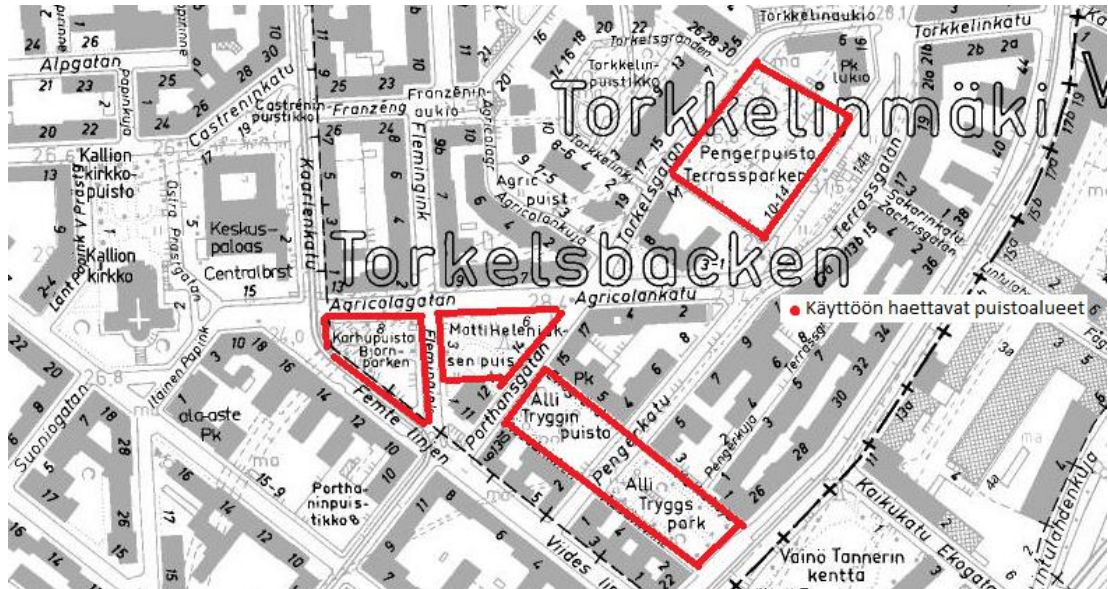
Rastien sijoittelu (alustava):
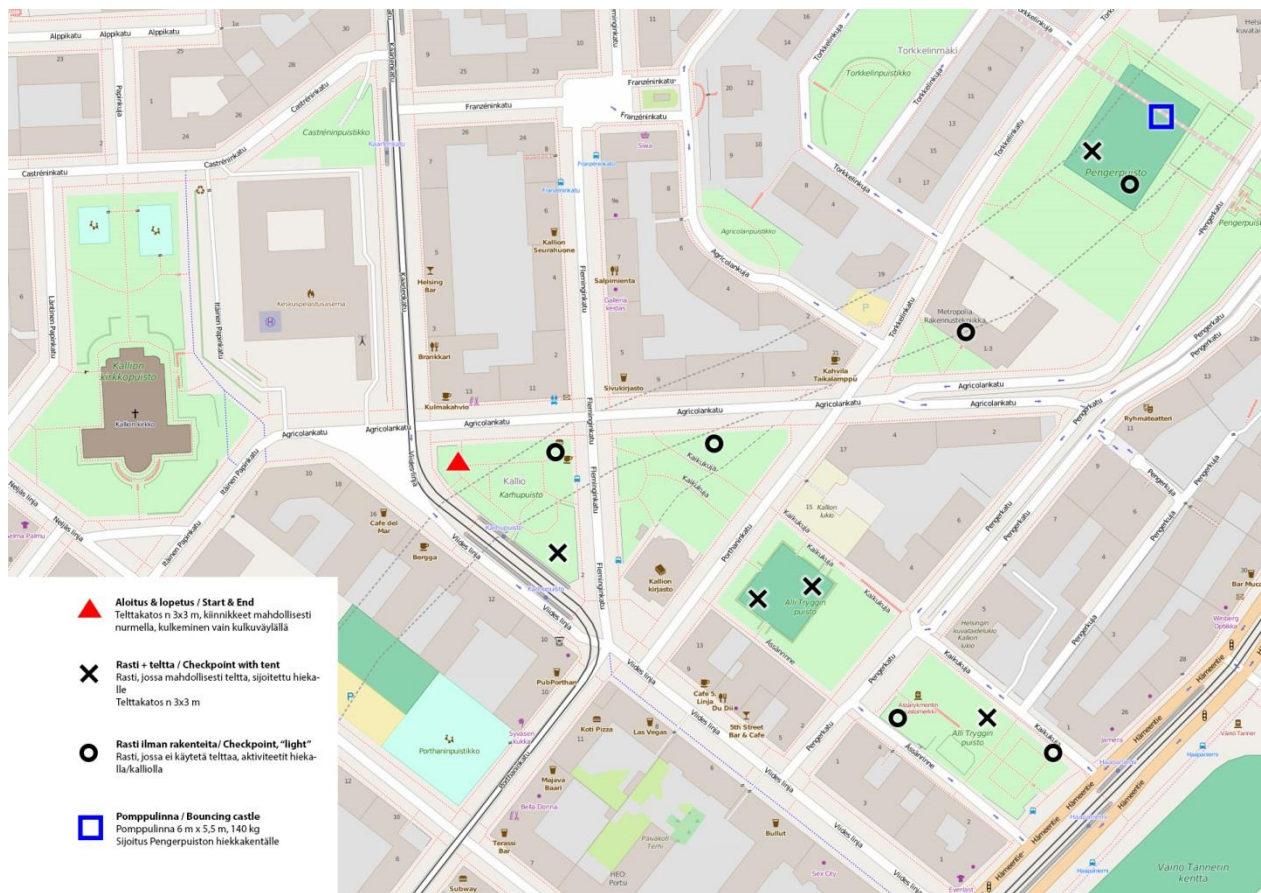
Appendix 11. Application to the Public Works Department for using park areas

Helsingin kaupunki	Helsingfors stad
Rakennusvirasto	Byggnadskontoret

Toimita hakemus postitse:
Helsingin kaupungin rakennusvirasto
Palveluosasto/alueidenkäyttö
PL 1520, 00099 Helsingin kaupunki

Toimita hakemus sähköpostitse:
hkr.ulkoilma@hel.fi

Lisätietoja: www.hkr.hel.fi/luvat
puh. 09 310 39000

| **Asia**	■ Ulkoilmatapahtuma ☐ Mainos- tai markkinointitap. (promootio) ☐ Sesonkimyyntipaikka	☐ Siltamainospaikka (banderolli) ☐ Koirakoulutus- tai muu koiratapahtuma ☐ Maa-alueen vuokraus
	☐ Muu, mikä?_____	
Hakija ☐ Yritys ■ Yhdistys ☐ Yksityishenkilö	Hakijan nimi HAAGA-HELIAn opiskelijakunta HELGA	
	Osoite Ratapihantie 13/PL 207, 00520 Helsinki	
	Puhelin ██████ (Pääsihteeri, Aku Aarva)	Sähköposti paasihteeri@helga.fi
Yhteyshenkilö	Yhteyshenkilön nimi Paula Tuppurainen	
	Osoite ████████████████	
	Puhelin ████████	Sähköposti ████████
Laskutusosoite (+mahdollinen asiakasnumero)		
Tapahtumapaikan/ vuokrattavan alueen tarkka sijainti	Käytettäväksi pyydettävät alueet: Karhupuisto, Matti Heleniuksen puisto, Alli Tryggin puisto, Pengerpuisto. Avoin tapahtuma ko. puistojen alueella, ei rajoita alueiden muuta käyttöä kuin muutamien telttakatosten yms. kohdalta.	
Tapahtuman/ vuokra-ajan kesto	Tapahtuma perjantaina 24.4.2015 klo 14-20 + rakennus ja purku klo 11-21.	
Tapahtuman/ promootion kuvaus	International Wappu Bonanza 2015: Avoin opiskelijatapahtuma, järjestäjänä Haaga-Helian kansainväliset opiskelijajärjestöt. Osallistujat kiertävät rasteja (max. 15) alueella vapaalla aikataululla. Osallistujia odotetaan max. 500. Tapahtuma on opiskelijajärjestöjen toimintaa edistävä, ei-kaupallinen tapahtuma.	
Lisätietoja	Liitteenä kartta, johon sijoitettu alustavasti rastit (telttakatokset max. 4x4m). Kaikki rastit sijoitetaan hiekalle/kiveykselle, ei nurmialueille. Pengerpuiston hiekalle suunnitteilla pomppulinna (ei vahvistettu vielä, tuodaan paikalle pakettiautolla), mutta mikäli se on este alueen käytölle, siitä voidaan luopua. Aloitus- ja lopetuspisteen telttakatoksen kiinnikkeet pitää mahd. sijoittaa nurmelle, mutta osallistujat pysyvät kulkuväylällä.	
Liitteiden määrä (ks. seuraava sivu)	1	
Allekirjoitus	Hakija vakuuttaa antamansa tiedot oikeiksi, ilmoittaa tutustuneensa rakennusviraston nettisivuilla asiaa koskevaan ohjeistukseen sekä ehtoihin ja sitoutuu noudattamaan niitä.	
	Paikka ja päiväys 6.3.2015 Helsinki	Allekirjoitus ja nimenselvennys *Aku Aarva*

International Wappu Bonanza staff info

Rules of the game

Checkpoints are open: 15:00 – 19:00
Participants **must return scorecard to end point (in Karhupuisto) by 19:00** !
7 stamps to scorecard needed for completion of the rally

Checkpoints:
- There are 7 normal checkpoints + 1 virtual Instagram checkpoint
      - Virtual checkpoint: completed by taking a selfie with 4 other people, all different nationalities, and posting the photo on Instagram or Twitter with #WappuBonanza. Proven at the endpoint by showing the post in Insta/Twitter.

Completion:
- Participants return scorecard to end point (X on map, in Karhupuisto)
- 7 checkpoints need to be done to get:
      - stamp to HELGA wappupassi
      - coverall badge
      - ticket to the after party (cut off from scorecard, only valid when stamped at the end point, valid until 24:00 at Uggla)
      - participate in raffle (leave name+email strip from scorecad at end point)

Start instructions

Start point: Karhupuisto

At the start the participants will be given the scorecard&map, on which they will collect stamps from checkpoints they have visited.

Tell participants:
      They must complete 7 out of the 8 checkpoints, one possibility is the virtual checkpoint, to which instructions are on the map. If they complere ALL checkpoints, they will get a special prize.

      They must come back to the start point with scorecard by 19:00 to get the coverall badge, after party ticket, stamp to wappu passi & raffle participation.

      If they want to participate in raffle among all participants of the day, they need to put their name & email on scorecard and it will be entered into the raffle when scorecard is returned at the end. (winner will be contacted personally)

      Ask the participants to answer the feedback survey after the event (link will be in FB event), there will be also a raffle with a nice prize among all answers

Hox! Please instruct the people to avoid walking on grass as it is starting to grow and easily damaged!

HELGA wappu passes will be sold to those who want (not required if people just want to participate in this event)

End instructions

1) Take scorecard from participant, check that score grid has 5 stamps
      - if 1 of 5 checkpoints completed is the Insta challenge, check the completion (participant shows the post in Insta/Twitter from their phone), and add stamp to scorecard

2) Tear/cut the bottom part of scorecard off

3) Put stamp on after party ticket and give back to participant + remind it is valid until 00:00

4) Put strip with name & email to the raffle box

5) Keep & pile the scorecards (will be saved so Paula can check afterwards how many people completed the rally and which checkpoints they visited ! crucial for my thesis !!)

6) Remind the participants to answer the feedback survey, link is in the FB event!
      - a prize will be raffled among the survey participants! (winner will be contacted personally)
      - you can mention answering will help with a bachelor thesis of HH student! ☺

7) Stamp HELGA wappu pass if they have it

8) Give coverall badge

Emergency information !!! in case of accidents:

If someone gets hurt/there is an accident/any kind of trouble, always call 112 !
Also inform Paula: (phone number)

If you see someone has collapsed:

1) First check whether you can wake the collapsed person up by shaking him and by talking to him. If the person does not wake up:
2) **Shout for help or dial yourself 112 for the emergency service and follow the instructions given**.
3) Check if the patient is breathing normally:
   Open the airways by lifting the chin upwards and tilting the head back. Check if the person's chest is rising. Feel and listen the air stream from the mouth and the nose.
   a. If breathing&pulse ok, place the person to be lying on their side

   If the person does not breathe normally:

4) Start CPR:
   a. Start chest compressions.
      Find the correct place to apply pressure. Place the heel of one hand on the middle of the breastbone and the heel of the other hand on the on top of the first one. Press the breastbone 30 times with your arms straight at a rate of 100 – 120 times / minute. Depress the breastbone approximately 5-6 cm.
   b. Begin to give mouth-to-mouth ventilation with two blows of air.
      Close the patient's nose by pinching the nostrils with your thumb and index finger. Place your lips tightly around the patient's mouth and blow air in his lungs 2 times. Check whether your blows make his chest rise
   c. Continue CPR by alternating 30 compressions and 2 ventilations until the person shows signs of recovery, professional help arrives or you exhaust yourself.

Calling 112:
- Explain what has happened calmly and where you are at:
      Karhupuisto: Viides linja, 00530, Helsinki
      Alli Tryggin puisto:
      Pengerpuisto:
- Follow instructions, **don't hang up until told to**! Go meet & guide the helpers to the spot

Appendix 13. Event budget

Event budget			
Income		**Expenses**	
ESN General Fund	51,47 €	Checkpoint equipment	20,38 €
IDS	157,95 €	Water and snacks for check-points	31,09 €
ESN HELGA	100,00 €	Coverall badges (incl. shipping)	257,95 €
Total	**309,42 €**		**309,42 €**

After party budget			
Income		**Expenses**	
Sponsor money	200 €	Snacks	57,07 €
		Drink coupons	120,00 €
Total	**200 €**		**177,07 €**

Profit and loss calculations for IDS and ESN HELGA	
Organizer investment	-257,95 €
Leftover sponsor money	22,93 €
After party ticket sales	216 €
Total profit/loss of organizers	**-19,02 €**

Cost estimation for renting a bouncing castle Prices March 2015 Coinline Oy (castle) & Helen (electricity)	
Item	**Cost**
Bouncing castle rent, "Dracula"	359,60€
Delivery and set-up	255,75€
Extension cords	24,80€
Electricity (setup)	508,40€
Electricity usage (0,0743 €/kWh)	100,00€
Total	1 248,55€

Appendix 14. Sponsor plan

SPONSOR & PARTNER AQUIREMENT PLAN FOR INTERNATIONAL WAPPU BONANZA 2015

General information

Goals

- get sponsors to cover some costs of promotion and equipment for the event and after party
- get partners from different organization to join the event and hold checkpoints

Concept of the event

The name of the event is International Wappu Bonanza 2015, and its **main target group is students,** which includes mainly the Finnish students of Haaga-Helia, the international degree students of HH and exchange students at HH, Metropolia and University of Helsinki.

It will be a **check point rally type of event** with the **main theme being SocialErasmus.** All the checkpoint will be related somehow to SocialErasmus, they can be linked e.g. to anti-racism, environmental issues or human rights. The checkpoint activities can include quizzes, games or virtually anything with the aim of raising social awareness and creating interaction between international students, local students and local community (and organizations). The day includes an after party at the bar Uggla in the evening.

Main organizer of the day is doing the event as her bachelor's thesis project.

SocialErasmus

SocialErasmus (SE) is one of the projects of ESN, and its **focus is on social responsibility issues**. SE is based on the original values of the Erasmus program, and it tries to "enrich the stay abroad of international students" and "involve international **students into social and volunteering activities** in their host countries". Core of SE is the **mutual benefit for (ex-change) students and local community**: exchange of ideas and traditions, language and cultural differences. Through this SE aims to strengthen social awareness, solidarity and cooperation. (social-erasmus.esn.org)

SocialErasmus is based on four main features, which should be included in all activities:
1. Active involvement of international students
2. **Positive impact on local community / society**
3. International students and ESNers are acting as volunteers
4. Direct interaction between international students and members of the local community

The project includes following three non-exclusive pillars:
- **education,**
- **charity and**
- **environment.**

SocialErasmus focuses on these pillars and the **checkpoints are built around themes that relate somehow to these pillars** (mostly education and environment

Sponsors

Companies to be contacted
- DNA (Petra/Paula)
- Sinebrychoff (An)
- Durex/Protex/other condom brands (Hanna)

Bonanza/checkpoint rally:
- see list in Drive

Items to be sponsored

    General:
- promotion (printing of posters)
- coverall patches
- prizes
  - o for best antiracism selfie
  - o raffle among participants
  - o raffle among feedback givers

    Checkpoints:
- (bouncing castle) → HELGA can take care of if they want to have it
- giveaways etc. for participants (snacks, candy)

    Afterparty:
- condoms (responsibility matters) – specifically from condom brand
- snacks & food

Benefits for sponsors

    Depending on level of sponsoring we can offer
- visibility:
  - o logo in posters
  - o logo on scorecard/map
  - o on FB event (advertising posts, logo on event image, mention in description)
  - o hashtag in selfie checkpoint
  - o own stand/checkpoint (especially relating to selfie checkpoint)

    Participants will be both Finnish and international students (especially exchange students), great chance to enhance brand image among them and getting international visibility

Partners/checkpoint keepers

Organizations

    Already involved:
- ESN-HELGA
- ESN Uni Helsinki
- ESN Metropolia
- HHAIESEC
- IDS
- HELGA

    To be contacted:
- Unicef
- Suomen punainen risti
- Kallion kirkko
- Walkers/Aseman lapset ry
- Kallio-liike
- Puistokummit

Benefits for partners

- visibility
- chance to get students involved
- requires only time, no money necessarily
- bonanza team can help with coming up ideas

Appendix 15. Event day schedule and task division

Time	Action	Responsible/needed
Set up		
12:00 - 13:30	Pasila : packing stuff (common) NOTE: all checkpoint responsible for their own stuff	Niina (ESN checkpoint) Hanna-Mari An Paula Henri Pyry
13:30 - 14:00	Transportation from Pasila to Karhupuisto	
14:00 - 15:00	Set up in Karhupuisto:	
	Start & end point	
	- set up of the point:	

	checkpoint maps
	        stamps
	        raffle envelope
	        picking up a table from Kallion seurakunta (ask Paula)
	        Flags
		Hanna-Mari
		An

	Checkpoints	
	Every checkpoint responsible for their own	
	General checkpoint stuff	Paula
	- guiding to location	
	- stamps & instructions to checkpoints, giving coverall patches	
Rally		
15:00 - 19:00	Bonanza time!	
	Start&End point	Hanna-Mari Sini Annika (An) + Paula

	Checkpoints	
	2 ESN HELGA - Language barriers	
	3 ESN Aalto - Play out stereotypes	
	4 AIESEC H-H - Everyday problems	
	5 ESN Uni Helsinki - No Hate Speech Wall	
	6 ESN Metropolia - ExchangeAbility	
	7 HELGA - Wappu surprise- ALSO SELLING HELGA WAPPU PASSES	
	8 IDS HELGA - Jump Street	
Tear down		
19:00 - 20:00	Tear down and stuff to Pasila	Austris - make sure we leave the parks in spot on condition & everything gets back to Pasila
	Checkpoints: each reasponsible for their own	
	HOX! Remember to dispose of trash, take everyhting with you you brough	
	Start & end point	
	- packing and bringing stuff to pasila	Niina & Noora (ESN checkpoint) Mikael Hanna-Mari Mikke
	Special tasks:	
	First aid kit to Rosanne's desk	Austris
	Wappu pass sales money + leftover passes	Austris
	ESN equipment to ESN office	Mikael & Niina + Hanna-Mari
	Used & left over scorecards to ESN office	Hanna-Mari

After party		
19:00 - 20:00	Snacks	Paula, Petra, Annika
	Stuff from Pasila: condoms	**Hanna-Mari** Austris - bring with you from Pasila after taking stuff there!
20:00 - 21:00	Set up	**An** (+Paula)

		Snacks in back room	An
		Condoms in back room	Hanna-Mari
	Program preparations		Petra
20:00 - 23:00	Ticket sales/check at door (2 € / 4 €)		
		also selling left over coverall patches - prize is 3 €	Taking shifts: Annika, An, Krista, Sini, Hanna-Mari, Austris
		20:00 - 21:00	Annika, Sini (Austris)
		21:00 - 22:00	Annika, An, Austris, Krista
		22:00 - 23:00 (/00:00)	Hanna-Mari, Krista, Mikke
		Note: bouncer will come at 22:00, so before that we need to have one of us as a bouncer	
		Preliminary plan for shifts, we can easily make adjustments	
22:30 - 23:00	Program		Petra + Sini
EQUIPMENT LIST	to bring from Pasila		
	ESN flag		Niina / Paula
	(Mölkky)		Niina / Paula
	Scorecards		Paula
	Stamps		Paula
	Checkpoint signs (print!)		Paula
	Staff info		Paula
	SocialErasmus flag + ESN flag		Paula
	Coverall patches (bring leftovers to afterparty)		Paula
	Wappu passes & change (for HELGA checkpoint)		Austris
	HELGA stamp (for start/end point)		Austris
	First aid kit		Paula
	Snacks		Paula
	Afterparty snacks		Paula + Petra
	Change for afterparty ticket sales (take a box!!!)		Paula
	Condoms (take in the evening!)		Hanna-Mari

Appendix 16. Promotion plan

PROMOTION PLAN FOR INTERNATIONAL WAPPU BONANZA 2015

Objectives	- Efficiently and effectively promote the event among the target audience, creating interest and high participation for the event and after party - 300 participants in the event
Key message	
Target audience	Students: local and international degree students of Haaga-Helia, exchange students at Haaga-Helia, Metropolia, University of Helsinki and Aalto University
Special about the event	International, fun vappu event, but still constructed around things that matter. Vappu event that is not all about drinking, but is still fun.
Benefits of attending	Having fun, meeting new people Won't cost a thing, and will get a coverall patch Stamp to Wappupassi Free entry to after party
When?	Friday 24.4. at 2-7pm

Strategies

The event(s) will be promoted in following ways, person responsible of task shown in brackets

1) Creating hashtag
2) Creating visuals for the event (poster design & event banner for FB, same theme used in event map/scorecard)
3) Facebook events for Bonanza and after party (Paula + ESN-HELGA board)
4) Sharing FB events on relevant groups & pages:
   Haaga-Helia related:
   - ESN HELGA Spring 2015
   - Pasila campus unofficial
   - Haaga unofficial
   University of Helsinki
   - ESN group of Uni Helsinki
   Metropolia (Cecilia and Regina)
   - ESN group of Metropolia
   Aalto
   - ESN group of Aalto
5) Posters distributed to:
   - Haaga-Helia campuses:
     - Pasila - 3 x A3, 10 x A4
     - Haaga (An) - 2 x A3, 10 A4
     - Malmi - 1 x A3, 5 A4
     - Vallila - 1 x A3, 5 A4
   - University of Helsinki: 10 x A4
     - Kumpula (Henri)
     - Main campus (Maija)
   - Metropolia (Regina & Cecilia) - 3 x A3, 10 x A4
6) Promoting on other social media platforms? Twitter/Instagram?
7) Active content and promoting in the Facebook events (also during event)
8) Photographing/video during the event (An)
9) News/newspaper coverage ? Inviting reporter to the event, writing a story ourselves?

Timeline
- Facebook events & marketing text done by 5.4.
- Posters designed by 8.4.
- Posters printed by 10.4.
- Posters distributed by 13.4.
- Event sharing and FB marketing 6.-24.4.

Appendix 17. Facebook event texts

Facebook event: International Wappu Bonanza '15 goes SocialErasmus
(In Finnish below)

Have you heard? Bonanza is here!

ESN HELGA, IDS and AIESEC H-H in cooperation with ESN Uni Helsinki, ESN Metropolia and ESN Aalto welcome everyone to legeeendary Kallio, land of wonders and discoveries! The fun starts in Karhupuisto (Viides Linja) on Friday 24th of April at 3pm and continues through wicked Kallio till 7pm (the checkpoints close then), all wrapped around SocialErasmus theme. SocialErasmus' mission is to involve international students into volunteering services and to create a positive social impact in the local communities. More about it here: http://socialerasmus.esn.org/

Bonanza is part of HELGA 8 Day May Day (https://www.facebook.com/events/1563662307226747/). Photos will be taken in the event and those can be used to Erasmus Student Network's marketing.

The event is FREE and has tons of extras! By completing 7 checkpoints, the participants get stamp to their Wappupass, the official Bonanza coverall patch (limited amount!) and FREE entry to the afterparty (before 00:00). :)

Experience Bonanza and go Social!

Afterparty in Uggla, check the event and details here:https://www.facebook.com/events/888179927905406/

Pallomeri,

ESN HELGA, IDS Haaga-Helia, AIESEC HAAGA-HELIA, ESN Uni Helsinki,ESN Metropolia and ESN Aalto

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Oletko kuullut? Bonanza tuli kaupunkiin!

ESN HELGA, IDS and AIESEC H-H, yhteistyössä ESN Uni Helsinki, ESN Metropolia ja ESN Aalto toivottavat tervetulleeksi ihmiset legeeendaariseen Kallioon, monien ihmeiden ja löytöjen maille! Ilo alkaa Karhupuistosta perjantaina 24.4. klo 15.00 ja jatkuu läpi upean Kallion SocialErasmus - teeman hengessä klo 19.00 asti (rastit sulkeutuvat tuolloin). SocialErasmus -projektin missio on saada kansainväliset opiskelijat osallistumaan vapaaehtoistyöhön ja tekemään positiivinen sosiaalinen vaikutus paikallisyhteisöihin. Lue lisää SocialErasmuksesta täällä: http://socialerasmus.esn.org/

Bonanza on osa HELGAn 8 Päivän Wappua (https://www.facebook.com/events/1563662307226747/). Tapahtumassa otetaan valokuvia, joita saatetaan käyttää Erasmus Student Networkin markkinointiin.

Tapahtuma on ILMAINEN ja sisältää paljon extroja! Suorittamalla 7 rastia, osallistujat saavat leiman Wappupassiin, virallisen Bonanza haalarimerkin (rajallinen määrä!) ja ILMAISEN pääsyn jatkoille kun saapuu ennen klo 24. :)

Koe Bonanza ja Ruppee Sosiaaliseks! (ei poliittinen viesti)

Jatkopaikka Ugglassa, tsekkaa tapahtuma ja yksityiskohdat tästä:https://www.facebook.com/events/888179927905406/

Pallomeri,

ESN HELGA, IDS Haaga-Helia, AIESEC HAAGA-HELIA, ESN Uni Helsinki, ESN Metropolia ja ESN Aalto

Facebook event: International Wappu Bonanza After Party 24.4.!
(In Finnish below)

Mayday May Day! Students take over the city! Join the most international WAPPU party this year!

The International Wappu Bonanza Party in Uggla, (Annankatu 10) with two floors, fun party and music and special drink prices offers till 23.00 OR until 00.00 if we get the venue full! ;)

Join the day event International Wappu Bonanza in Karhupuisto starting at 3pm to earn a FREE ticket by visiting 7 checkpoints! This is valid until midnight. Check the details here: https://www.facebook.com/events/815697538467004/

Tickets 2 € with ANY student card or ESNcards / 4€ otherwise, at 20-23. Tickets will be sold by the venue after 23.00 (for 8€). Cloakroom fee is gonna be 3e.

Pallomeri,

ESN HELGA, IDS Haaga-Helia and AIESEC HAAGA-HELIA, ESN Uni Helsinki, ESN Metropolia and ESN Aalto

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Apuva vappuva! Opiskelijat valtaa kaupungin! Liity mukaan kaikista kansainvälisimpiin WAPPU bileisiin tänä keväänä!

International Wappu Bonanza Partey Ugglassa (Annankatu 10) kahdessa kerroksessa, hauskaa ohjelmaa ja hyvää musaa erikoishinnoin klo 23.00 asti TAI 00.00 asti, jos paikka tulee täyteen ;)

7 Bonanzan rastia suoritettuasi saat ILMAISEN sisäänpääsyn loppubileisiin 00.00 ASTI!

International Wappu Bonanza Karhupuistossa klo 15-19, tsekkaa tarkemmat speksit täältä: https://www.facebook.com/events/815697538467004/.

Muussa tapauksessa liput 2€ MILLÄ TAHANSA opiskelijakortilla tai ESN-korteilla / 4€ muutoin, välillä 20-23.00. Yhdentoista jälkeen baari myy sisäänpääsyä (8€). Narikka on 3€.

Pallomeri,

ESN HELGA, IDS Haaga-Helia, AIESEC HAAGA-HELIA, ESN Uni Helsinki, ESN Metropolia ja ESN Aalto