

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

Ekaterina Zarubina
Sofia Mikheeva

Promotional Event for Holvi Restaurant. Case: Big Band Camp 2017

Thesis 2017

Abstract

Ekaterina Zarubina, Sofia Mikheeva

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

The main goal of the project-based thesis is planning and implementing a promotional event. The purpose of the case event was to conduct a marketing campaign for restaurant Holvi in Imatra, Finland. The project included product development, interaction with stakeholders, implementing ideas, promoting the restaurant and consequently gaining publicity among the local citizens and tourists.

The theoretical part includes information concerning the types of events, planning and implementing stages, product development, marketing and risk assessment.

The empirical part consists of authors' own experiences and learning aspects during the process of project planning and implementing the pancakes sales project, which was held during the Big Band Camp festival 2017 on 29th and 30th of June. The festival was organized by Imitsi, while the promotional campaign was supported by the local restaurant Holvi.

According to the positive feedbacks from the visitors of the sales and increased volumes of customers in the restaurant, the authors claim that the implemented project was successful and most of the determined goals have been reached.

Keywords: planning event, marketing and promotion, product development, street food

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1 Introduction

The content of the thesis report is focused on the study of the effective event management, as well as on the practical methods and steps of organizing the project. The general information is given about the topic, while the operations of the organizational team are described in thorough details.

Chapter 1 includes the basic information about the thesis report content and focuses on the main challenges the event producers face and have to solve.

Chapter 2 will explain the definition and overview of events, their classification and types of impacts the events have, as well as the steps of event planning.

Chapter 3 will primarily show the results of theoretical studies, which were conducted in order to understand the process of product development starting from idea formation, going through the thorough analysis and defining the target group.

Chapter 4 complements the previous chapter and entirely serves the purpose to provide information about the event marketing and its planning, as well as the theory about different kinds of analysis used for market research.

Chapter 5 is dedicated to risk management, which is an essential and highly important part of event planning.

Chapter 6 is allocated for introducing the project, goals the authors pursued, the organizational and planning issues, presentation of stakeholders and process of cooperation with them, creation of the budget for the event, the detailed description of the project's idea formation, marketing study and risk assessment.

In chapter 7 the evaluation of the event and conclusions will be provided, as well as the suggestions of possible solutions and improvements for the future.

1.1 Key questions

The issues which need to be considered within the thesis work concern the benefits of the event to community from the touristic perspective, proper

planning and scheduling, profitability of the event, risk assessment, organization of a legal and responsible event, marketing communication planning, advantageous partnership, evaluation and analysis. The thesis report describes the reasons for choosing the particular event and covers the detailed explanations regarding the benefits from the event both for the restaurant and for the authors.

By the end of the thesis report the authors have to demonstrate their competence in planning and organizing a successful event, applying knowledge about how particular participants' needs could be satisfied. They will show the learning of how to contribute to the local community, what timing is suitable to maximize profit and minimize competition, how to conduct the budget, what needs to be accounted in risk management and how to get licences for the project.

2 Events

Event is something that happens with the help of somebody through action. The meaning of 'event' is ambiguous and subjective, as one can interpret the term in one's own way, thus event does not have clear boundaries except of the time when it occurs. In order to narrow the scope and give more precise definition, Reic (2017) describes the term as gathering of public aiming to get particular feelings and emotions or something material.

It is absolutely natural that people tend to celebrate the important moments and happenings in their life. According to Reic (2017), despite the fact that in the century of information technology and continuous development people degrade and honour less traditions, religious beliefs, morals and values, still there is a need in marking important events, which have a great social power. Nevertheless, in the past various fairs, festivals, sport events and others have been celebrated in other forms different from present. For example, in Britain the term 'festival' has a long usage and includes numerous types of events. Usually festivals used to be celebrated in a relaxed atmosphere after the hard work in farms or plants, though entertainment was essential during the celebration. Later when the agrarian society transformed into an industrial

society the celebrations has become more well-planned and professional. (Bowdin, McDonnell, Allen & O'Toole, 1999.)

As Bowdin et al. (1999) highlight, it cannot be denied that the events have become economically advantageous for governments, and expanding the horizons the event industry emerged and it became possible to get education in this sphere. Nowadays, event industry is highly valuable for economy because of creating jobs and attracting tourists.

2.1 Classification

According to Reic (2017), the categorization of events is commonly based on the size, geographical scope and content of the event. The usual purpose of holding an event is to raise the important issues in public, make profit or vice versa donate. The event categorization matrix clearly shows the classification of events by various characteristics.

Events by sector	Events by size	Events by geographical reach	Events by content	Events by format
Private (for-profit)	Micro	Local	Musical	Trade show
Public	Minor	Regional	Sporting	Exhibition
Non-profit	Major	National	Business	Conference
	Hallmark	Pan-continental (e.g. pan-European, pan-African)	Cultural	Convention
	Mega	International	Arts Religious Political Family Generational Fundraising	Meeting Training Team building Festival Performance Fair Summit Party Awards ceremony Product launch Gala Celebration Competition Showcase

Figure 1. Event categorization matrix (Reic 2017, p. 8)

Among other terms that are self-explanatory, the meaning of 'hallmark events' is that these events *become so identified with the spirit or ethos of a town, city or region that they become synonymous with the name of the place, and gain widespread recognition and awareness* (Bowdin et al. 1999, pp. 27-45).

Furthermore, events are highly influenced by seasons of the year and therefore can be divided by seasonality: natural, when an event depends on the weather, calendar with dependence from seasonal demand, traditional depending on ingrained social customs, tourism or simply geographically framed, institutionalized seasonality when public holidays are considered, sporting depending on competition cycle, economic with dependence on business cycle, religious or devotional seasonality, and finally social seasonality, when events are affected by society. However, seasonality can be individual as well, comprising *birthday celebrations, personal religious ceremonies, weddings, funerals, graduation and award ceremonies* and others. (Reic 2017, pp. 10-11.)

2.2 Impacts of events

An extremely significant issue should be considered when planning an event – all events have positive or negative influence on different spheres, and this has to be managed by an organizer. Social and cultural impacts broaden cultural perspectives, strengthen communities and share new ideas, though an event can also cause social dislocation or community estrangement. Events allow to demonstrate the environment, improve infrastructure and transport system, but simultaneously there is a risk to damage and pollute environment, and what is more serious – to destroy heritage. In this case double security measures and care should be taken. Political impacts frequently improve profile and unite the society, but take risk of event failure or excessively propagandize. The final category of event impacts is tourism and economy, which increase the profile of the destination, make beneficial promotion, create jobs and raise profit. Moreover, it is an excellent opportunity to attract tourists in low season. However, *governments need to weigh these benefits against costs when deciding how to allocate resources.* (Bowdin et al. 1999, pp. 27-45.)

2.3 Event planning and strategy

Before an event the organizer has to perceive the importance of the planning process and making a research, and further prepare and develop the strategic plan so that it could effectively help to achieve the set goals and objectives. Even though the event planning process can be the most time and energy consuming, it is worth spending, as the successful events have a very detailed and accurate plan in the background. The rational decision of organization in case of small events is making task lists or tables, especially when communicating with stakeholders. (Conway 2009, pp. 12-14.)

When planning an event, the first thing to consider is to get the insurance and other documentation to guarantee the legitimacy of the event. Since all the documents are received, an organizer has to think about the budget, which is the critical point in the event strategy, because one aims at reaching the break-even point or at best make profit. Thus, it is important to determine the revenue in the early planning stages. Nevertheless, the chance of financial loss can happen, consequently the contingency plan has to be prepared in advance, as well as the risk management for other unpredicted circumstances such as weather, injuries or emergency situation. (Beech, Kaiser & Kaspar 2014, pp. 146-147.)

The following component of the plan is marketing. The event cannot be recognized without notifying the audiences about it, and the objectives cannot be achieved without ensuring the attendance of the event.

2.4 Interaction with stakeholders

Event managers are required to identify and service a range of stakeholders in the event, and to balance their needs and objectives (Bowdin et al. 1999, p. 49).

Stakeholder is an individual or a group of individuals who are following their own needs and interests within the organization. Stakeholders can set their own priorities and actions, besides they can be affected by the organization's operations. (Business Dictionary 2017.)

As it is mentioned in the table below events are judged by its success in the balancing the competing needs, expectations, and interests of a diverse range of stakeholders (Allen, O'Toole, Harris & McDonnell 2011, p. 127).

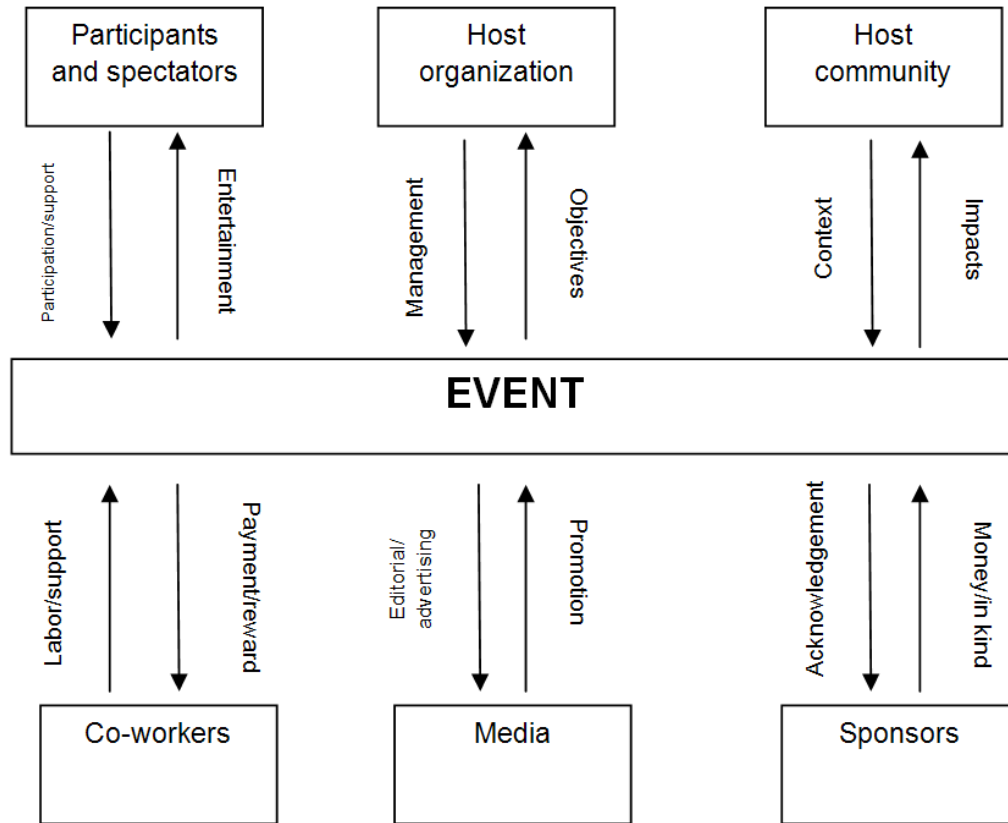


Figure 2. The relationship of stakeholders to events (Allen et al. 2011, p. 127)

2.5 Planning the budget

Budgeting is the key element of financial control. It is a tool for ongoing evaluation: an event manager begins with the initial planning of the budget which includes the income and costs as they are initially planned, but this is regularly updated as and when changes are made. At the end, following the event delivery and shutdown, the manager then consolidates the actual budget. (Reic 2017, p. 267.)

Budgeting is a system of a money streams accounting by comparing revenues and expenses from the business activities for the exact period of time. Budgeting gives an opportunity to measure financial success from the business activities. (Business Dictionary 2017.)

Event organizers provide mainly services and need to understand how much the production of these services is costing. Furthermore, all the costs have to be controlled and which are often not as evident as they would be in a production plant. Management needs to be in a position to determine financial costs, to plan and measure performance in order to compare results easily. (Beech et al. 2014, p. 127.)

The process of the budget construction starts from examination of the region's or world's economics, because one has to identify the possible threats, such as financial crisis, which significantly influences the sponsorship and promotion. Once the economic environment is established, it is necessary to hold discussions with specialists and contractors to set the instructions, which meet the requirements and carry out the set objectives. The next step is the categorization and estimation of the expenditures and income, which can be done in the form of the table with amounts. Further, a projection of the budget needs to be prepared, consulted and agreed by the contractors, and after the draft can be transferred into final budgeting plan. (Allen et al. 2011, pp. 193-195.)

3 Product and product development

A product is a good or service, which is offered to the market and satisfies the needs of consumers. Product development is the process of creation of a new product or modernization of an existing one. As the customers' requirements are changing rapidly the producers have to attentively monitor the current situation in the market to introduce the right innovations. (Business Dictionary 2017.)

3.1 Generation of idea

The first important thing before starting to implement the ideas one already has is to make the thorough research of the target market, customers' needs and wants, which can undoubtedly help minimize the risk and increase the probability of a successful result. The search for new ideas, studying different information sources and subsequent brainstorming are the basis of ideas' formation. Idea creation and decision-making should be carried out by a large

group of creators, because it enables the wider scope of ideas to be analyzed and afterwards developed. (Elitarium 2017.)

3.2 Selection of idea

After the successful generation of a particular number of ideas, it is necessary to develop the method of screening out the unpromising ideas, as well as one cannot use the accumulated ideas simultaneously. However, the final decisions might not be unconditional in view of the fact that the changes can take place. At this stage the number of ideas that can be potentially accepted and brought into real goods or services decreases, while the time and costs spent on their search and selection grow. Additionally, it is highly significant to determine whether the selected idea has a sufficient range of advantages to warrant the expenditures. (Elitarium 2017.)

3.3 Concept development and testing

At this step the idea is transferred to the concept development, which is further tested on a random group of target customers on purpose to measure the degree of attractiveness. The focus groups can be informed and asked questions in the form of survey or verbally. (Small Business 2017.)

3.4 Analysis

The analysis includes a detailed and realistic assessment of the idea in terms of investments, expected sales volume, costs and profit, as well as the sales forecast, study of the market segments, evaluation of existing and potential competitors, examination of competitive conditions and identification of possible competitive advantage (Small Business 2017).

3.5 Product development

The objective of the process is to create the actual product based on the previously developed concept of the idea with the help of the test version. *The product development phase often follows a rinse-and-repeat model of refining the product and marketing, then testing again with customers or focus groups.* (Small Business 2017.)

3.6 Testing

Market testing is the verification of the product and its marketing program including price, promotion, package design and service in order to know the potential consumers' response. Generally, the aforementioned operation is conducted by large companies that have to be deliberate when it comes up to introduction of the new product in the market. *For small businesses that typically cater to a small geographic region or a specific market segment, the market testing phase is often skipped.* (Small Business 2017.)

3.7 Commercial production

The producer has to choose the right time for making the release to the market and elaborate the marketing activity, its sequence and volume. Moreover, it is necessary to provide the sufficient product quantity in order to cover the initial demand. (Elitarium 2017.)

3.8 Defining the target market

Studying the consumer demand and defining the target market is crucial in the product development process. With precisely determined target group it is easier not only to decide on the product itself, but also to make the proper marketing campaign to achieve better result. Certainly, it is important to monitor the interests and wants of the current customers, as well as to occupy the niche market that the competitors miss out. The better decision here could be writing down a list or creating a table with the characteristics of the product along with benefits it has and to whom they would be advantageous and satisfy their needs. Furthermore, the understanding of who is most likely to make a purchase taking into consideration the demographics and psychographics of the target customers is the key to successful result. However, to affirm the decision made, it is significant to make sure there is a sufficient number of potential customers who can afford the product and benefit from it. (Porta 2017.)

4 Marketing

Event marketing is the process of development and design of the product promotion with the help of different marketing techniques in order to attract potential customers and maximize the profit. Successful marketing of products can be gained through finding the most appropriate combination of qualities of the product, which will ensure high customer demand. When planning an event, marketing should become more important for companies because it provides a great opportunity for communication and interaction with customers. (Business Dictionary 2017.)

4.1 Marketing planning

Reic (2017) claims that market research, evaluation and control *represent the backbone of the marketing function*, therefore it would be complicated to implement and evaluate the effectiveness of the marketing plan.

Market research is a vital element when starting the preparation of marketing plan. It helps to gather the appropriate information, define the target group and focus on its needs and wants. Moreover, the marketer has to interpret the gained information so that it could be applicable in the decision-making process.

Before evaluating the marketing plan it is necessary to understand the marketing environment, conduct the analysis of the current situation using different frameworks, for example SWOT or PESTLE, understand the context of the event, identify and scrupulously examine the target audience and potential competitors in the market, set precise objectives, which should be specific, but achievable and realistic, determine the key message and finally form the strategy and develop tactics.

4.2 Marketing mix

Kotler (2000) defines the marketing mix as a set of marketing tools that the firm uses to pursue its marketing objectives in the target market. As Reic (2017) states, the marketing mix for events is different from marketing of products, but closer to service marketing, and offers several Ps models of various event

management authors for consideration. The standard 4Ps marketing mix helps understand the customers' needs and demands in terms of price, product, place and promotion. Price implies the cost or value of the experience the customer gets from the event. The next 'P' means product or service along with its features that meet the needs of the customers. Considering place it includes not only location and facilities, but distribution channels as well. The last 'P' is promotion or message about the product to the target audience through various channels. (MindTools 2017.)

4.3 Marketing environment

The event organizers have to pay considerable attention to market analysis, environment exploration and scrutiny of potential consumers and competitors, because the marketing environment affects the event significantly at all aspects. As a rule, event environment comprises two constituents: internal and external. When analyzing the internal environment, it is important to consider human resource management, financial accounting, marketing, risk management, IT and other elements related to the management team. (Reic 2017, pp. 65-66.)

The external environment is commonly divided to microenvironment and macroenvironment. According to Reic (2017), in most cases the first mentioned type of the external environment includes partnership with organizations, which supply the event with different goods and services; media along with its strong ability to influence the target group, shape the perception and on this basis helps the event to succeed or fail; sponsorship, as sponsors aim at increase of their brand awareness, and other stakeholders interested in the event.

The macroenvironment is the overall societal context that includes *the political, economic, demographic, environmental, legal, social, cultural and other factors that shape the society as a whole* (Reic 2017, p. 70). Political factors embody the government policies and interest in economy development. Though legal factors are closely connected to the political ones, they include various licences, regulations and laws, standards, and other safety issues concerning every aspect of the event. Economic factors are highly significant in businesses and involve the growth of economy, inflation and income of parties. When it comes

up to the society, the factors influencing the demand on the event are demography, religious beliefs, lifestyle, and income level. Nowadays marketing cannot work properly without technology, because it helps to produce and distribute the products effortlessly, as well as to communicate with the customers. Due to the current trends in the market and serious problems with pollution of the areas, the environmental factors cannot be ignored by the organizations, thus they have to think about sustainability and ethics meticulously. (Professional Academy 2017a.)

4.3.1 PESTLE analysis

PESTLE analysis is the analytical tool for exploring and understanding the external marketing environment, which help the organization increase and enhance opportunities, and minimize threats. The constituent factors are political, economic, social, technological, legal and environmental. Political factors mean the extent to which the government policies influence the business sphere. Economic factors relate to the local economy and policies, such as inflation, taxation, import and export ratios. Social factors include demographics, culture, lifestyle, consumer attitudes, and ethics. Technological factors comprise technological development, innovations, information and communications. Legal factors relate to laws and regulations, which affect the businesses. Environmental factors contain the ecological aspects that influence the business operations. (ProcessPolicy 2017.)

4.4 Segmentation of markets

As it was mentioned previously, a successful event cannot be done without an accurate market analysis, which also includes the right selection of the target market with the help of segmentation. The potential market can be segmented on the basis of geographical features, demographics, psychographics and behaviour. However, currently the geo-demographic segmentation systems become more popular in marketing, because they help identify segments within a particular location that exhibit similar characteristics in terms of demographic criteria. (Reic 2017, p. 90)

Commonly, events engage at least two kinds of target groups, which can be consumers, business markets or media. Segmentation of the market is the powerful tool helping to concentrate on the budget and increase profit due to the fact that only target customers react on the launched promotion. (Reic 2017, p. 87.)

4.5 Promotion

Promotion is advertising of a product, service, company or brand, aiming to enter the market, attract customers, gain publicity and create an image, increase demand and sales. Promotion includes different marketing communication tactics, which provide the customer with verbal or visual information about the promoted product or service. Traditionally, promotion contains such methods as personal and non-personal selling, direct marketing, sales promotion, internet and mass media advertising. (Wikipedia 2017.)

The products can be promoted in different ways, and the messages can reach the customers' physically or virtually through the media channels. Concerning the physical promotion, it contains various events, festivals, trade shows, which additionally offer discounts or a free product, for instance. The media includes the traditional ways of promotion and the digital media, which is self-explanatory covering the Internet, social networking and social media channels. The traditional media comprise printed advertisements and advertising via TV or radio. (Wikipedia 2017)

A promotional event is a kind of occasion that helps increase the audience's awareness of the specific product or service. It can attract customers to the basic companies' activities in the future. The promotional event is basically a marketing tool which is designed to increase volumes of sales in the company, within these activity prices can be decreased and special discounts can be offered. (Collins Dictionary 2017.)

5 Risk management

Risk management is an essential part of organizing an event, thus it should be thoroughly planned and carried out professionally. Risk might be either a

favourable or unfavourable result of vagueness. *It is a probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action* (Business Dictionary 2017). When preparing the plan of the risk management potentially hazardous aspects should be considered, as well as the possibility of occurrence of the listed risks, their consequences and strategies to manage them. Hazard identification is a vital step in planning and organizing the risk management strategies. Therefore, identifying of potential hazards and in a consequence created risks would enable their elimination and effortless control. (Silvers 2008, pp. 3-4.)

The main risk while holding the project could be the failure to fulfil the set plan. A thoroughly designed scenario of the process and implementation of control measures for preventing the problems might not be met by the staff working in the event. In order to avoid these unexpected circumstances, it is necessary to make sure whether all participants are familiar with the established rules and duties, as well as with the responsibility the person bears in case of failure.

5.1 Health and safety

The project management staff should monitor the health and wealth conditions of the members of the team and provisions in place, and provide them with the first aid in case of physical harm. Additionally, the project participants have the medical insurance for treatment of significant traumas.

5.2 Venue and site design

Concerning the venue the organizers of the event have to take responsibility to ensure that the venue is designed safe both for people working in the event, and for the audience. The prior step of successful site design is getting proper knowledge and grasp of the essence of the event and the audience's needs. The size and type of the audience, number of employees, knowledge whether the activity is outdoor or indoor, venue access, allocation of the audience (standing or seating), safety plan, and duration of the event should be precursory accounted by the event organizers. (Health and Safety Executive 2017.)

The venue should be preliminarily checked out for suitability approval, as well as the map should be studied and discussions with the venue managers be held. In respect that the event is outdoors it is necessary to find out whether the constructions, street electricity and traffic are hazardous for people attending the venue. If there is the possibility of the risks, certain measures should be taken for their elimination. In addition, the site should be resistant and protected from bad weather conditions and other perilous circumstances, as weather and time of the year have a significant effect on the event success. (Health and Safety Executive 2017.)

5.3 Electricity and fire safety

The organizers of the project must *ensure that electrical installations and equipment at an event are properly selected, installed and maintained so as not to cause death or injury* (Health and Safety Executive 2017). It is important to install the equipment and electrical devices in places *accessible for normal operations or emergencies, but segregated from public areas of the venue*. The aforementioned objects should be excluded from the public access in order to avoid danger.

5.4 Financial loss

Meeting of financial goals is one of the most significant risk management objectives when planning the event. It is highly important to consider the implementation of financial system, specifically payment process and cash handling.

5.5 Food hygiene

Considering that the concept of the case event is selling the takeaway food, one of the hazards might be the food poisoning, which should be regulated by the organizers of the project and the contractors, who are obliged to get acquainted with hygiene proficiency norms and regulations. Consequently, the food providers should control the process of production and delivery conditions in order to avoid the risk. (High Speed Training 2017.)

6 Planning and implementing the event

Promotion of the restaurant Holvi and the pancakes street sales are the authors' thesis project. It includes two days participation in the Big Band Camp festival in town of Imatra. The Big Band Festival used to be the annual cultural event performing different genres of music, such as jazz, funk, blues and soul. Now the festival is called Big Band Camp, as it provides the enthusiasts and students not only with concerts, but courses as well.

The main project activity of the authors was a sales event in the pedestrian street Koskenparras, place #12, which is depicted in figure 3. The product was freshly made pancakes with a variety of savoury and sweet fillings and toppings.

The pancakes sales were supported and sponsored by the Holvi restaurant for which the marketing campaign was made before and during the event. The organizational team, which included the aforementioned students from Saimaa UAS, was responsible for planning, managing, controlling and fulfilling the sales project. The owners of the restaurant Holvi played a crucial role in approving of the ideas and changes, as well as investing in the project.

The project required a high level of teamwork skills by the use of constant communication with the members involved and following a strict schedule in order to improve the performance action.





Figure 4. Menu

The menu of the pancakes sales was divided into two parts: the first section offered the customers a savoury pancake served with ham and cheese or cheese and mushrooms, while the second one consisted of a sweet pancake with jam, caramel or chocolate sauces. Prices were set according to the type of the fillings, specifically the savoury pancakes cost €6.00 and sweet ones were €4.50 each.

Besides, a drinks menu, which included freshly brewed coffee and cold soft drinks, was offered to the customers.

6.2 Aims

As the whole basic menu and services of the restaurant were not planned to be presented during the Big Band Camp festival week, the only dish that was supposed to be prepared was the pancakes. The product was assumed to become beneficial because it reflects the whole content and the spirit of the restaurant. The core idea for the producers was to make freshly made pancakes of a good quality, which were prepared in front of the customers, and during the cooking process to interact with the customers and promote the Holvi restaurant and its evening live concerts.

As it was previously mentioned, the main purpose of the project was to increase the awareness of the Holvi restaurant among Imatra's local citizens and create a positive image. Hence, the organizational team and the owners of the restaurant provided the festival guests with additional information in order to attract new customers to the restaurant. The students who were responsible for the project used the obtained knowledge of the marketing, control and management of such events, aiming to demonstrate the organization of the particular type of events profoundly.

Although the pancakes sales event was not aimed at the huge volumes of the customers, it required a good level of the preparedness and planning. The organizational team had to take into consideration all the details in order to fulfill the expectations of the whole project.

6.3 Purpose

One of the main reasons for the planned project was the aspiration to contribute into the festival event. The authors possessed a great desire to try the organizational and managerial skills in practice, and profoundly explore marketing and promotion approaches from the perspective of a professional. Besides personal learning aspects, the team strived to understand the variability and dependence of sales, as well as to carry out the results, which would be reflected by the profit earned during the festival days.

6.4 Idea formation

In any project or event it is crucial to go through stages of planning and evaluating risks in order to avoid confusions with deadlines or responsibilities taken. In the case of Big Band Camp Festival 2017 street sales, the idea formation process had started in the second part of February 2017. Firstly, the organizational team had formatted an idea that would be connected with an event organization in a restaurant sphere. While thinking about the suitable restaurant several places around Imatra were selected. The most convenient place for having this type of event proved to be Holvi restaurant, as the owners of the restaurant supported the idea and gave the authors a freedom of creation.

The idea number one was to create a disco night, which could attract more people to the restaurant, unfortunately this kind of event required necessary professional equipment and higher level of experience in this sphere. The second main idea was to organize bingo evening in a restaurant, as this game is popular among people of different ages. Last but not least idea was to use the recreational resources of Saimaa region and to hold an event during one of the summer festivals in Imatra. Therefore, the organizational team came up with an idea to make the street food sales. The idea had met all the requirements, and necessary equipment could be provided by the restaurant. Equipment which was suggested and allowed to use brought an idea to create the pancakes street sales, which were well known for the majority of the local citizens and which could be convenient to be served outside as a takeaway food.

Basically, the traffic light system has been chosen to indicate the main suitable idea of the project. Therefore, the red light of the system was dedicated to the idea of the disco for the reason of equipment deficiency, yellow referred to the bingo evening project, as it could not give enough learning to the producers although the ability of creation was on a high level. The project, which got the green light and was possible to accomplish, was the pancakes street sales in one of the local summer festivals.

In fact, the final idea was created by the end of March and the only main responsibility was to contact the Imatra events coordination team, which is the Imitsi organization. In order to make an appointment with Imitsi, the team checked the information about the events, which were supposed to take place in Imatra during the summer 2017, and made a list of the most suitable ones. The list included Imatranajo, Imatra Big Band Camp, and Imatran Yöt as the most convenient for the pancake sales according to the customers' attendance, accessibility and competition level parameters.

During the appointment with Liisa Marsio, who was responsible for events coordination, the final decision about the event selection was made, which later was implemented in Imatra Big Band Camp festival 2017.

6.5 Organization and responsibilities

The organizational team consisted of two students of Saimaa UAS, who took care of all responsibilities concerning event planning, advertisements, menu development and decorations. The owners of the Holvi restaurant were responsible for the financial issues and sales accounting, and took part not in event organization, but in holding the discussions and sharing the opinions. Moreover, they provided the organizers with the necessary kitchen equipment. The Imitsi organization offered the place during the festival for free, which included electricity and water supply, as well as social media advertisements distribution. The data collection and subsequent analysis of the results lie on the organizational team. The detailed allocation of the project roles is presented in the table 5 in chapter 6.11.2, which indicates the assumed figures in real business.

The main responsibility of the event team was to communicate with the customers in the right polite way to make the target market believe that the product is of quality and could be trusted. Nevertheless, the Finnish language was a challenging thing, but hopefully the basic language skills of the sales team, which were gained with the experience of being residents of Finland and being students of Saimaa UAS, were sufficient to communicate about the general things. However, the organizational team saw the interest and support of the visitors to communicate in English.

6.6 Planning of the event

In case of the project, the authors had a consultation with the Imitsi organization, which gave a detailed overview and better understanding of issues to take into account while preparing for the event. Additionally, Imitsi made a reservation of the place in the festival and confirmed the procedure in a formal statement.

The authors of the thesis discussed and developed the budget and contingency strategy together with the Holvi restaurant owners, which will be expounded in the further chapters.

Additionally, the organizers spent plenty of time creating the marketing communication tools, including printed and social media advertising, being confident that it would positively contribute to the participants' experience in attending the event.

Furthermore, much attention was paid to customer service and training of the working team on purpose to improve the service skills and prove themselves as the professionals. The image of the event and perception of its guests is influenced by the quality of service, and affects the future attraction of customers. The authors found information about the street food service and put the obtained knowledge into practice.

6.7 Timing and scheduling

The most suitable season for holding such kind of events as the street food sales is summer in view of prepossessing weather conditions and consequent inflow of tourists. Therefore, the search for the appropriate events was made by the authors, and as a result one of the numerous festivals was chosen. Since the dates were decided and all aspects discussed and affirmed by Imitsi, the authors got capacity for further actions in the university, such as preparation for the thesis seminar. After the seminar held on the 1st June the necessary trainings took place before the event, which included the planning of the detailed schedule of two-day work in the festival, the design of the menu and learning product making. Particularly, the first three weeks were spent on planning the menu and preparation trainings, while the rest of the time was taken for designing and developing the decorations of the working space. The Big Band Camp festival started on the 26th June and lasted for one week. Two days – 29th and 30th – were chosen for selling the product. The first sales day was a “pilot” version of the second day, as the 29th June was Thursday, which meant that fewer festival visitors were expected than on 30th June, Friday. The authors spent six hours in each day selling the pancakes, excluding the time of necessary preparations that took approximately one and a half hours in total.

6.8 Choosing the theme

Recently, street food has become an extremely popular trend in business, because it requires low start-up costs and is convenient for consumers. People have a physiological need for food and drink and at the same time due to some circumstances they do not feed themselves. Hence, they come up with a solution to eat ready meals or use the service of takeaway food. Nevertheless, the street food business can be not only a separate occupation, but also a representative part of a restaurant. In Finland, particularly in Imatra region, this kind of practice is usual in summer time, because the majority of the street festivals, such as the Big Band Camp, are accompanied by market stalls in the pedestrian streets. The visitors, whose aim is to listen to the music, are subjected to make purchase in a stall with takeaway food rather than spend much time and money in the restaurant. However, the principal competitor in this case is the restaurant with open air terrace near the place where the performance is held.

The authors decided to cooperate with one of the restaurants in Imatra, which is located far from the city centre and had not had a chance to participate in street food markets before – Holvi. As the product represented in the festival reflects the whole content and the spirit of the restaurant, the theme of the venue was made in the European countryside style. The stylized decorations included red and white gingham tablecloth, napkins and small flags.

6.9 Stakeholders of the event

In the case of the project, which took place in the Big Band Camp festival, the organizational team had two main stakeholders – Imitsi Oy and the Holvi restaurant. It was crucial to support tight contact with the stakeholders of the project in order to reach better results of the decision making process with avoidance of unexpected situations on the venue.

Basically, due to the difference of the activities of the aforementioned companies the needs of stakeholders did not overlap and related different spheres of the actions and responsibilities. Therefore, it was required to reach a balance in cooperation between the stakeholders' range of the project. As the project did not have a large scale size, the Imitsi organization was playing a role

of a host organization and simultaneously dealing with the media, as it took part in distribution of advertisements. Also the Holvi restaurant had responsibilities in the social media marketing, sponsorship and hosting. Concerning the interests of the stakeholders, the Holvi restaurant was involved in several types of activities, including online marketing, funding, hosting and involving the co-workers into the project.

Cooperation with both stakeholders was done with not only verbal meetings and discussions, but also with the help of social media channels (Facebook and e-mail system), which gave an opportunity to save time and possibility to work on the projects remotely.

Regarding the participants, communication with them was done in a natural way, and according to decisions compromises were reached immediately with the adequate critic, and new ways of alternative approaches were found.

6.9.1 Holvi

The Holvi restaurant was a key figure in menu planning, budgeting and equipment supply decisions. Consequently, it was important to interact with this company on each stage of planning and changes in the schedule or implementing during the whole project realization period.

Holvi restaurant is located in Vuoksenniska district of town of Imatra and run by a family from Ukraine. As after the summer 2015 volumes of the customers decreased, the owners had decided to cut the expenditures on the staff and started to deal with all restaurant responsibilities by themselves. The restaurant Holvi is operating with lunch system from 10 a.m. till 15 p.m., after the lunch time it offers their customers the main course menu. Besides that, practically every Friday live concerts are held in the restaurant followed by serving light alcohol drinks, such as beers and ciders.

The owners are open for new ideas of the business and try to attract their customers by using different additional entertainments. There is a special place for holding the performances, banquets, sauna with a capacious lobby for big groups of people, while the restaurant area itself includes 65 seats.

6.9.2 Imitsi

The Imitsi organization, which was the second stakeholder of the project, made the determinative decisions on the base level of the project by providing a place for realization and electricity supplies during the event days.

Imitsi is the main organization which promotes the liveliness and comfort of the centre of Imatra, as well as serves as a developer for the general business opportunities of businesses and communities. As an association, it promotes co-operation between the members and improves the general commercial and common operating conditions in the centre.

6.9.3 Participants and spectators

The visitors of the Big Band Camp festival were not a less important constituent of the project. There was a direct relation between the spectators of the concerts and customers of the market stalls, particularly the project's one. The value for the participants was not only entertainment factor, but also the interest in getting new experience in a way of the wide street food choice offered by different off-premises of the local restaurants. In addition, an obvious benefit for the organizers was the possibility to increase revenues during the event days.

6.10 Marketing the event

In order to understand the marketing environment, the authors made a research and conducted several analyses, which helped them to set precise goals, develop the strategy and communication tactics. Marketing communication included advertising before holding the event, and word-of-mouth. There was not an objective to reach the target customers individually, thus advertising as the traditional tool of broad approach to large audiences was used both in print and via social media.

The main idea for implementing was based on the accessibility of the promotional place and quality product for the affordable price (the cheapest price in comparison with most competitors). Furthermore, the product was convenient from the perspective of its consumption as a main course or a dessert depending on the topping.

Additionally, the authors made a decision to offer discounts and coupons to interest the customers as the marketing tactic. For example, free coffee was provided along with the portion of pancakes in the morning hours.

6.10.1 Situation analysis

The PESTLE analysis marketing theory helps to explore the external environment, monitor changes, and understand the context of the event. The authors decided to analyze the environment in Imatra, Finland using this framework:

Political factors	Proved reputation of the political stability.
Economic factors	Low economic risk status.
Social factors	Social security and welfare system.
Technological factors	Growth and development.
Legal factors	Small businesses are thoroughly inspected by the hygiene security organizations. Consumption appropriateness of raw materials is strictly controlled.
Environmental factors	High level of nature protection, which affects the quality of products.

Table 1. PESTLE analysis

The above described analysis is needed for clear understanding of the environment and possibilities of the company to exist in the market. It helps to know the conditions and accordingly reveal potential opportunities and threats.

Nevertheless, the internal environment has to be analyzed as well. Hence, the standard but indispensable SWOT analysis is used to identify and evaluate the strong and weak points, opportunities and threats of the project. The SWOT analysis helps to set a realistic objective that should be reached in the end. The authors of the thesis report have used the SWOT in order to understand whether the setting of goals is achievable or not, and the results of the analysis are presented below:

Strengths	Weaknesses
Uniqueness Adoptable and well-known food Affordable prices Advantageous location and accessibility Ease of preparation Takeaway option	High competition Small size of the venue Part-time (6 h/day)
Opportunities	Threats
Increase of potential customers Familiarize the customers with the Russian food culture Create a special image of the restaurant	Bad weather conditions Low demand Loss/zero profit

Table 2. SWOT analysis

6.10.2 4Ps

Whereas the aforementioned 4Ps marketing mix is the most comprehensive, it was taken as the framework for the analysis of the project. As it was mentioned earlier, the price for the portion of pancakes varied from €4.50 to €6.00, while coffee was offered for free for reason of low demand. In comparison with the competitors the price for the product was reasonably cheap, which gave a favourable competitive advantage. The product itself satisfied the need for food and at the same time convenient for takeaway, which was beneficial for visitors of the music festival. In the case event, the market stalls were trading other foods that gave the authors ability to be unique in the festival. When it comes up to the place, the main pedestrian street Koskenparras was occupied by different market stalls, and the place #12 was reserved as the venue for the project, an people could easily notice and access it. Regarding promotion, the authors of the thesis report used primarily advertising and word-of-mouth marketing. The marketing campaign was distributed in print and through the social media channels, particularly directed to the Imatra region.

6.10.3 Audience

The authors conducted the analysis and came to the conclusion that one of the main segments of the audience in case project would be the local citizens of all ages, because the Big Band Festival was widely known in Finland, and inhabitants were aware about the event and had a possibility to attend it whenever possible.

6.10.4 Printed advertising

The message had to be appealing, expressive and clear for comprehension in order to catch the attention of the proper target customers, while the visual elements of the advertisements aimed to be eye-catching for the customers.

The printed advertising comprised flyers that were distributed in the local shops before the event. The visual elements of the advertisements were bright and colourful, and as the part of the advert, logos and contact information entirely complemented the appearance of the flyers. Moreover, the authors created the advertisements in two languages – English and Finnish – because the target audiences were both local citizens and tourists. The examples of the printed adverts are presented below:



Figure 5. Flyers

6.10.5 Social media marketing

Due to the technological development, the most effective type of promotion is the social media, as it is the fastest way to reach the customers. The advertising in the internet is the creation of the content, which contains text, images, videos and other elements, and sharing it via social media networks. The first launched advertisements were the Instagram posts at the authors' own profiles with the detailed description of the project and customers' appeal to visit the festival on the particular dates. Instagram was chosen as the primary platform, because it allows the users to go through location and tags. The cheerful and bright emojis were used in the text on purpose to catch the eye of the readers and create a positive mood, as well as the pictures of the post were made in vivid colours that it could be clearly seen in the news feed. In addition, the authors used plenty of hashtags for better search results. The examples of the Instagram advertisements are presented below.



Figure 6. Social media posts

Furthermore, the authors cooperated with the administration of the official Saimaa UAS community in the social network – VK. The message was addressed to those students who were at that time in Imatra or could distribute the information about the event. The Holvi restaurant posted the same information on their web pages in Facebook.

6.11 Budgeting

In the case of Imatra Big Band Camp festival street food sales, the main budgeting responsibilities lay with the Holvi restaurant, thus the project producers listed the resources needed. Before the event the organizational team was obliged to set the list of purchases, which needed to be bought and after that the restaurant owners had to approve it by checking and comparing to what was already in the storage of the restaurant.

The aim of the organizational team was to make the project as low-cost as possible without losing the quality of the products and service. Hence, in order to keep the list of the expenditures on the appropriate level, it was decided to make all the purchases in Kespro store and involve the whole equipment which was in the use of the restaurant, such as the refrigerator, counter, coffee machine and others.

The following table displays the list of the expenditures and presents all the spheres and event details, which needed to be purchased. Additionally, there are the products mentioned in the list which were already in the storage of the restaurant and did not require additional costs.

Toppings & fillings	pcs	€	€
chocolate sauce	1(0,9l)	9.00	9.00 €
caramel sauce	1(0,9l)	9.00	9.00 €
jam (strawberry)	1(500g)	2.45	2.45 €
ham	1(1 kg)	4.96	4.96 €
cheese	1(1kg)	6.95	6.95 €
mushrooms	1(1kg)	4.17	4.17 €
Total			36.53 €

Pancakes	pcs	€	€
milk lactose-free	3	1.15	3.45
wheat flour	3	0.80	2.40
eggs	2x10	1.25	2.50
sugar	1	0.80	0.80
salt	1	0.74	0.74
vanilla sugar	1	1.22	1.22
butter	2	1.50	3.00
oil	1	1.58	1.58
Total			€15.69

Coffee	pcs	€	€
coffee	1	3.50	3.50
milk lactose-free	2	1.15	2.30
sugar (cubes)	1	1.25	1.25
Total			€7.05

Decorations	pcs	€	€
table cloths	2	2.29	4.58
coloured paper	1	4.00	4.00
disposable cups	1x30	2.25	2.25
disposable plates	4x10	1.29	5.16
napkins	2x100	1.00	2.00
printed materials	10	0.00	0.00
disposable cutlery	2x25	0.80	1.60
Total			€19.59

Total	€78.86
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Table 3. Promotional event budgeting

In the left column there is the list of the products and materials that needed to be bought, and it is divided into sections “Toppings and Fillings” (the ingredients for filling the pancakes), “Pancakes” (the materials for the dough), “Coffee”, “Decorations” (the exterior of the venue).

The middle column (“pcs”) gives the information about the number of the items bought. The last two columns show the prices for the pack of the specific product and the total amount in Euros spent on it, respectively.

In the end of each section there is information of the total price in Euros of all the materials, as well as the sum up of the amount of the general expenditures of the project.

6.11.1 Actual costs and income

This part of the chapter will include the profit that was received during the sales days.

In the serving planning of the sales it was decided that approximately 90g of salted filling and 40g of sweet toppings are going to be added onto pancakes during the street sales. Therefore, as the menu has been divided on the several types of ingredients, such as mushrooms with cheese and ham and cheese, and sweet pancakes including chocolate, caramel and jam toppings, the sales team has decided that the portion of salted pancake would include 30g of cheese and the rest 60g would be ham or mushrooms, respectively.

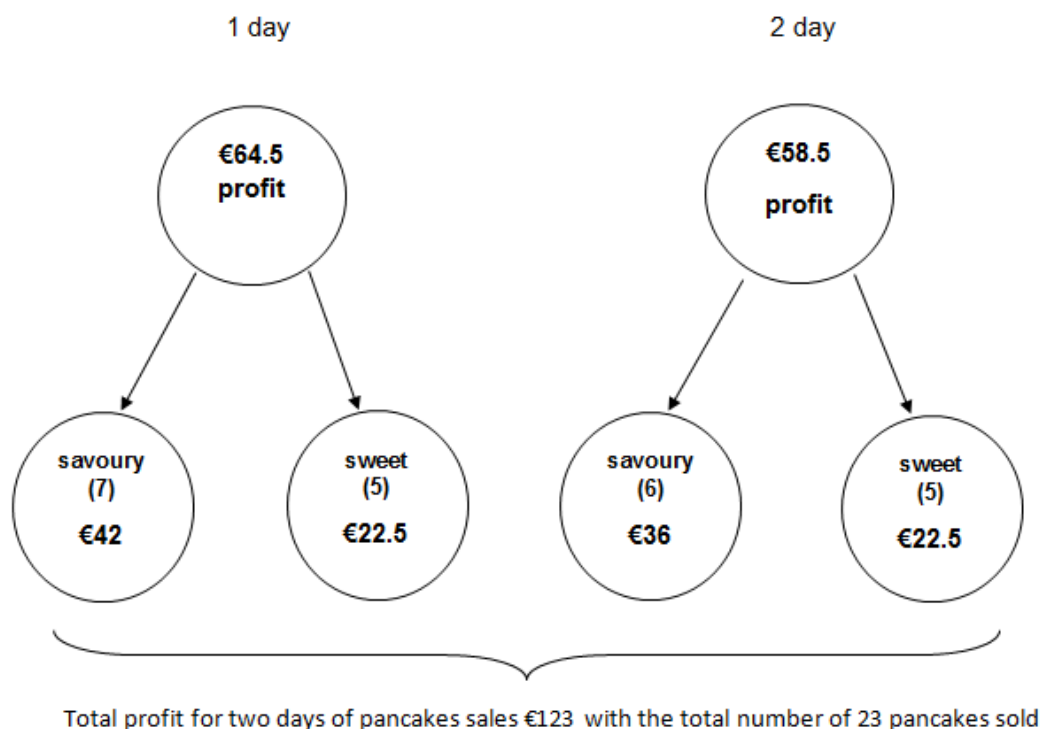


Figure 7. Total profit

The next table will show the amount of actually used ingredients and how much would be actual expenses on this kind of products for the pancakes sales.

Ingredients	(g/l) used	€ spent
jam	400g	4.00
cheese	390g	2.10
ham	480g	2.40
mushroom	300g	1.20
milk (lactose-free)	2l	2.30
eggs	10pcs	1.25
wheat flour	1000g	0.80
coffee	500g	3.45
oil	500ml	0.65
disposable cups	22pcs	1.10
disposable cutlery	50pcs	1.60
disposable plates	40pcs	5.16
table cloths	2pcs	4.58
coloured paper	1pcs	4.00
napkins	200pcs	2.00
transport		30.00
Total		€66.59

Table 4. Used materials

After each sales day, the unused packed ingredients were sent to the restaurant for the following use in order to decrease waste.

Therefore, table 4 shows that the total event costs could reach the amount of estimated €66.59 (less than actual €78.86), and consequently €56.41 of profit from two days of sales, if the amount of used materials is equal to actual expenses. However, as a number of customers has been overestimated, the amount of ingredients that had been bought for the event was higher than the actual sales amount.

Nevertheless, due to some conditions and drawbacks described in the suggestions, volumes of the customers could be higher and consequently the sales number could increase, as well as income from the event, but unfortunately some of the unexpected situations are impossible to predict and avoid.

6.11.2 Calculations applied to the business

In the previous subchapter, the information about budgeting was explicated that concerned the actual costs of the project. As the project was done in the frames of the university work, a considerable part of the costs could not be included in the actual expenses list. The table with figures, which were not included into the project list of costs and budgeting planning, is presented below.

Toppings & fillings	pcs	€	€
chocolate sauce	1(0.9l)	9.00	9.00
caramel sauce	1(0.9l)	9.00	9.00
jam (strawberry)	1(500g)	2.45	2.45
ham	1(1 kg)	4.96	4.96
cheese	1(1kg)	6.95	6.95
mushrooms	1(1kg)	4.17	4.17
Total			€36.53

Pancakes	pcs	€	€
milk lactose-free	3	1.15	3.45
wheat flour	3	0.80	2.40
eggs	2x10	1.25	2.50
sugar	1	0.80	0.80
salt	1	0.74	0.74
vanilla sugar	1	1.22	1.22
butter	2	1.50	3.00
oil	1	1.58	1.58
Total			€15.69

Coffee	pcs	€	€
coffee	1	3.50	3.50
milk lactose-free	2	1.15	2.30
sugar (cubes)	1	1.25	1.25
Total			€7.05

Decorations	pcs	€	€
table cloths	2	2.29	4.58
coloured paper	1	4.00	4.00
disposable cups	1x30	2.25	2.25
disposable plates	4x10	1.29	5.16
napkins	2x100	1.00	2.00
printed materials	10	0.00	0.00
disposable cutlery	2x25	0.80	1.60
Total			€19.59

Fixed costs	pcs	€	€
labour (6 hours per person)	2	10.50	126.00
volunteers	1	0.00	0.00
venue rent (2 days incl. electricity and water)	2	80.00	160.00
transportation			30.00
Total			€316.00

Total	€394.86
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Table 5. Real business budgeting model

Concerning human resources that are not mentioned in the table 3 much work was done on the volunteer basis. However, working on a real project requires costs for the workforce, and based on our own experience the average level of the salary in the restaurant sphere in Finland is approximately €10.50 per hour. The street food sales project required two chefs (sales persons) working for two days for six hours each. Therefore, all the calculations are included in the table 3 presented above.

The second type of calculations, which were not taken into account, is the rental expenses for the sales place that was €80 per day and included water and electricity supplies, but was avoided in virtue of the support of the Imitsi organization.

The other expenses, which are counted as fixed costs of the project, were the petrol consumption of the transporting cars that amounted €30 in total and included four trips on our own (not rented) car to the restaurant and back to the sales place in Koskenparras.

Furthermore, one volunteer was involved in the sales process of the event, who is a restaurant staff. He was present in the venue during the sales days in order to check the events' atmosphere and control the cash flows. As a third person's participation was not necessary, this worker was included into the budgeting table as a volunteer and did not require any additional costs for the real model project. Generally, *events of all sizes need volunteers. Small communities are particularly reliant on volunteer labour. Managing volunteers can be a complex task as they do not have the same motivation as a person would have for paid employment, namely economic necessity.* (Beech et al. 2014, p. 87.) However, in the case of the pancakes sales the volunteer had a factor of motivation to control the process as a restaurant representative.

In order to conclude all the calculations, the authors compared the budgeting data and considered that if the project had not been done not as in a university project and required costs for labour, transportation and rental expenses, it would not be profitable and bring loss for the responsible company. However, as the project has been done principally on the volunteer basis and supported

by the Imitsi organization and the Holvi restaurant, the project was capable to avoid vital financial loss. Generally, the project cannot be considered completely unsuccessful as a part of the semi-prepared ingredients was not used and was applicable for further consumption, and the equipment did not require additional costs.

6.12 Risk management

According to Finnish laws and regulations, selling of the food in the street is prohibited without a tent. Thus, the implementation of the project required to procure the tent, the structure of which consisted of iron beams 4-5 kilograms each. When putting up the tent, one of the most hazardous risks occurred, as one of the team members, who was holding the upper beam, accidentally let the beam off so that it fell down on the head of one of the authors. The second author's knee was wounded as well. The first aid was given to the first author, and after that proper medical check-up was made on purpose to make sure her state of health is sound.

Even though the weather conditions, wind direction and speed are regularly published, the changes can take place, which makes the preparedness for the project less effective. Unfortunately, the second day of the project was less successful than the previous one due to unexpected storm.

In case of the food fair during the festival week, the halting of the working processes of electricity and water supply system might cause considerable difficulties, because the equipment, such as the refrigerator or pancake maker, would not work. Furthermore, the cables were fixed in the safest position, which minimized the technical deterioration, unpredicted tripping and facilitates the safe installation and removal. The control over flaming liquids and their storage, electrical equipment, which might cause the risk of fire, and waste storage were strictly taken into account during the event. In case of ignition, the plan and methods of elimination of fire were thoroughly elaborated in advance. In addition, the authors were asked to set the premise three meters apart from another market stall in case of fire emergency.

Whereas the contractors did not provide the project with the cash machine and the card terminal due to certain circumstances, the authors had to take cash as the payment method and create the purse. The authors were obliged to take rigorous control over the aforementioned procedures on purpose to avoid the probability of money cheating and mistakes from both sides. Holvi restaurant took the responsibility for money accounting at the final stage of the project.

7 Evaluation of the event

Allen et al. (2011) define event evaluation as the continuous process of monitoring and estimating the event's implementation and results. Generally, the organizer is interested in the success of the event, positive impacts, and analysis of collected information from different parties, as well as identification of possible solutions and improvement along with final report that helps create a precise event profile. In case project the thesis report can serve as the final event evaluation.

7.1 Conclusion

The promotional street sales event presented by restaurants could play a beneficial role in the marketing approach of the restaurants from the point of increasing customers' volumes of the restaurant by raising the awareness among the public. Otherwise, even small sized events require strict action schedule, as well as it is necessary to pay significant amount of time for preparation and consideration of each detail. An organizational process should include various approaches in different unexpected circumstances and ways of avoiding them by involving alternative decisions.

Generally, the organizational team has set the aims to reach during the planning of the event, which helped to figure out the amounts of product supply. First of all, the planned amount of the sold pancakes would be approximately 7-12 pieces per hour, but due to some factors the actual sales were lower than expected and counted only approximately 0-3 pancakes sold per hour. As the number of the pancakes sales reflects the customers' volume of the premise, before the event the number of visitors was expected to be higher.

Even though the event did not turn out popular enough among people, one positive trend has to be noticed. As the volumes of work were not overloaded, the sales team could focus on the quality of offered services by communicating more with the customers and having conversations about the festival day and inviting people to visit the object of the promotional campaign – the restaurant Holvi.

The promotional event – the pancake street sales – in collaboration with the Holvi restaurant was a first experience of two students of Saimaa UAS in organizing this kind of event. During the work on this project the organizational team gained a valuable experience in event creation as regards planning, problems resolutions, financial decisions, interaction with stakeholders and decorating process. Therefore, the authors of the project could realize the knowledge that had been received from the educational programme in Saimaa UAS. Moreover, except the educational factor of the event, one important benefit was the involvement in the cultural life of town of Imatra and social communication with local people and tourists.

To sum up, all the feedbacks gained from the customers were positive, hereby, the results showed a successful conclusion of the street sales. What is more, the Holvi owners reported that during the sales days in Koskenparras pedestrian street, live concerts held in those evenings in the restaurant had shown the record number of customers. Based on the promotion the organizational team hopes that it will stay steadily at a high level and attract even more customers to the Holvi restaurant in the future.

7.2 Suggestions

One of the main challenges concerned the posts in the social media networks, the number of channels and timing, which have been done disorderly. First of all, the organizational team started the distribution of the advertisements later than planned because of the stakeholders' uncertainty and consequently the small number of marketing channels was involved in the process for the reason of lack of communication. In the future, it would be more convenient to consider the time frames more accurately and promote a particular event at least two

weeks before it starts in order to make it of higher quality. However, the authors of the project have emphasized the fact that the event was held in the town centre. Hence, more strength on the decoration factor was spent not to attract particular people through the social media, but directly visitors of the event.

Regarding the venue aspect, the organizational team followed the same style for decorating the sales place – lovely design in warm and bright colours. However, the aforementioned lack of communication affected the following situation. As the sales tent was provided to the organizational team right on the event day, the look of the tent was unexpected and the decorations were done without any beforehand information concerning the appearance of it, except of the size. For that reason, there were considerable differences between expected and the actual view of the venue.

Another factor that could be a suggestion for holding future events is the right estimation of the audience. In the case of the pancake street sales the number of the customers was overestimated and this fact brought the significant quantity of unused materials and ingredients. Nevertheless, they have been used in the restaurant afterwards. Furthermore, one tactic for attracting more customers could be used: the discount coupons on the particular item in the menu could be offered, if the customers visit Holvi later after the event.

Another challenge of the project was the lack of the equipment, for example, a compact fridge that would be easy for transportation from the restaurant to the street sales venue. Moreover, due to the storm warning situation during those days, it was quite uncomfortable for the sales team to stay outside for the whole day considering the fact that the tent was not appropriate for that kind of conditions. Therefore, the organizational team made a conclusion that the sides-covered tent would be more convenient in that case.

However, the small unexpected circumstances did not bring critical negative effects on the event. The organizational team was able to cope with all kinds of situations and find the compromise in the action decisions that has proven that the teamwork aspect had a beneficial role in the project development and implementing process.

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