

Developing an Internationalization Event Concept for Team Finland

Internationalization services for Finnish companies

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ABSTRACT

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The purpose of this thesis was to develop and define an event concept for Team Finland's internationalization services for Finnish companies. The thesis was executed as an assignment for the Embassy of Finland Singapore. The main goal was to provide the Embassy with a concrete written and visual representation of the networking event concept, including planning, pitching and discussions as individual elements. Team Finland Singapore has created and used the event concept for few years, but it was defined and developed in this work.

The objectives of the event concept are to provide service and aid to Finnish companies in their internationalization process. This further creates a positive effect on Finland's international trade, foreign direct investments and tourism in Finland. The reported issues in internationalization of Finnish companies indicate that the most help was needed in marketing, communications and networking related issues. The theoretical background focused on internationalization, marketing, communication and business networking, and separately event planning and management based on the reasons for the initial creation of the event concept and how it serves Finnish companies.

Theories on event concepts, planning and management, were used to define the event planning and the individual elements. Participation in two events, co-hosted by KONE, Smart Buildings and Infrastructure reception on April 1st, 2019 and Team Finland ASEAN + Australia + India Roadshow on August 16th, 2019, defined and evaluated the use of the event concept. The empirical part of the thesis was based on studying literature sources, discussions and cooperation with the employer and participating in the two events.

In conclusion, the event concept and its parts can now be used separately without additional information, to plan and organise a networking event. Planning, pitching and discussions were identified as the most important elements of the event concept, and as a result of this work are now fully defined and developed. These are the most necessary elements in utilising the event concept and are here in a format that can be easily applied to many events. Therefore, the thesis now enables the use of the event concept for planning future events by Team Finland Singapore, and additionally the event concept document can be introduced and distributed for use of the Embassy of Finland Singapore's connections and partners.

Key words: internationalization, Finnish companies, event concept, Team Finland

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ABBREVIATIONS AND TERMS

TAMK	Tampere University of Applied Sciences
TF	Team Finland
BF	Business Finland
TFK	Team Finland Knowledge
SEA	South East Asia
MFA	Ministry of Foreign Affairs
EU	European Union
ASEAN	Association of Southeast Asian Nations
PR	Public relations
4Ps	4Ps are product, price, promotion and place according to the Marketing mix theory
SME	Small and medium sized enterprises
Born-global	A company, that from the beginning of its activities aims to internationalize and go global in its operations without any periods on the domestic market
5Ws	Event planning theory with planning elements based on who, what, why, where and when
SMART	Specific, Measurable, Achievable, Realistic, Timely, mnemonic used in event planning
ROI	Return on Investment is a measure used to evaluate the efficiency of an investment, measuring the amount of return on a particular investment.

1 INTRODUCTION

1.1 Thesis topic

The topic of the thesis is developing and defining the internationalization and networking event concept for Team Finland (TF) internationalization services for Finnish companies. The event concept has been created and used by the Embassy of Finland Singapore (later also as the embassy), more specifically Team Finland Singapore, since 2016. However, the concept has only been used based on individual person's knowledge of it and has not been defined further. The concept is customizable to the companies and attendee's needs in international networking, collaboration, investing and selling as such.

In this thesis, the event concept will be defined and approached based on two different examples for the types of events explained and highlighted in the thesis. The background and benefits for the event concept creation and the use of it are an integral part of this work. Events that have networking as objective would be able to use the event concept in this work. As the aim is to further develop and define an internationalization and networking concept, this thesis is an operational thesis. It is an instructional type of thesis, as parts of it will serve as a guide for event planning and organizing using the concept. It can be used as a guide on its own or parts of it can be utilised to explain the event concept or its parts.

The thesis and the event concept defined separately can be used in the future for relevant Team Finland service packages, as it can serve as a starting point and guide for planning, organising and executing an event following the event concept outline and elements in this work. Embassy of Finland in Singapore will refer to the event concept for upcoming events and receptions. Close partners to Embassy of Finland Singapore, such as neighbouring countries' Finnish embassies and Business Finland offices, will be introduced to the concept and encouraged to use it.

1.2 Thesis background

Based on a need identified within the embassy and the global Team Finland network, the topic and subject for the thesis were given by the Team Finland Counsellor of Innovation and Trade Affairs (later also Team Finland Business and Trade Advisor) in Singapore. The overall reason for the initial development of the concept was to have a base for event planning, for a reception or event for Finnish companies of certain fields or topic to introduce them to the potential future network and area of work, collaboration, investment, sales etc. An event concept reduces the work needed for each event as all of the events would then follow a same format and have a routine. The concept was first established in 2016 by Team Finland Business and Trade Advisor in Singapore Riku Mäkelä and the former Finnish Ambassador to Singapore Paula Parviainen. They have been utilizing the concept formula for the past three years in varying ways, yet it has not been written or defined any further.

The subject is current and relevant as Asia is emerging as the global point of focus, and especially Singapore is very central and international in all of its business aspects. International business will have to shift the previous Western centric focus to Asia in the future, with companies globally being increasingly interested in the business opportunities in Asia. The event concept is fact and functionality based, which makes it usable with any and all international crowds. Business culture and etiquette differences do not have an effect on the concept, as it is created to be a simple, logical and practical formula for events that then can be modified further to answer local or regional changes. All of the parts are usable at any scale.

The concept is a service tool for TF to aid Finnish companies in their internationalization efforts, and a driver for companies to get acquainted in international markets and the opportunities in them. With the concept-based events, companies do not have to seek out all relevant regional networks themselves, but instead the embassy and other possible organisers will find the connections for them. These settings also enable networking with other Finnish enterprises within the same field or topic area, who are also participating in the events. The events

are part of Team Finland's service packages for companies in their internationalization process. The attendees are often joining the event as part of their delegation or business visit to a certain target market or area, where this event will enable them to make more personal level connections. It is a lower-level effort for the companies to find and get acquainted with relevant actors and stakeholders in their market area through these visits and events organized during the visits.

1.3 Thesis objectives and purpose

Embassy of Finland Singapore has created and used this concept for events and receptions for networking and internationalization for Finnish enterprises in Singapore. The overall concept and its parts have not been defined and written out at any point, and the knowledge of it and its parts have been limited to Team Finland work in South-East Asia through Counsellor of Innovation and Trade Affairs Riku Mäkelä in Singapore. The formula of the concept has changed and evolved according to current needs but not in an orderly manner. There is a need for written and visual representation of the event concept and its individual parts so that the use can be more uniform and logical. The use of the concept is now solely based on Riku Mäkelä's work and knowledge of its elements and successes. Due to the nature of short tenures at embassies or in Team Finland, the need for written information and knowledge of the event concept is needed to ensure its use through the future changes in the workforces in these organizations.

The other main purpose for writing the concept and defining it, is to enable its use elsewhere and by varying different service providers under Team Finland, Business Finland and other relevant Finnish government organizations. The concept can be applied to different themes and topics, and customized, which would make it usable in all markets and for multiple purposes. The event concept would also unify the current service packages of the different Team Finland networks. The concept and its parts need to be written clearly and informatively, so that they can be used separately or in multiple different ways. The written concept will serve as a guide and reference for future events, but all of it can be modified and customized to different style events.

1.4 Approach and method

The work will consist of local information sourcing in Singapore in forms of prior personal knowledge, of working with Riku Mäkelä, using Team Finland and Business Finland materials and the embassy's records. Through participation and work at one of the concept-based events in Singapore at KONE Asian headquarters in April 2019, the outline of the event is written out. The Team Finland Roadshow section is based on participation in the event in August 2019.

The work will introduce Team Finland and its services, as they are the reason for creating the event concept. Introduction on Team Finland with the focal point in South East Asia are used to lay background for the created concept. Theoretical background will cover internationalization, with the focus and point of view on Finnish companies' internationalization, their marketing, communications and business networking actions for internationalization. Separately event concept creation theories are used to support the event concept defining and developing in this work. The frame of reference was chosen based on the incentives for the creation of the event concept, what are the motives for it and how it benefits the attendees. After the theoretical background, the concept and all its parts, as well as overview, follow-up and benefits are discussed. Following are the two examples of the concept in use at KONE 1.4.2019 and at Team Finland Roadshow 16.8.2019, which serve as a base for information on the concept, but also for the use and evaluation of the event concept.

The point of view in this thesis is of the Embassy of Finland in Singapore as the concept was created and has been used there. The concept is based on events organized by the Embassy of Finland Singapore and has been developed until now to only serve their own operations. However, this does not have an impact on the event concept itself more than to serve as a base and an example. At various points of the event concept developing, the experiences and defining of the concept are based on solely on the Embassy of Finland Singapore's past use or opinions and observations on the matter. The event concept in this thesis can be used separately from these experiences or opinions, but they can be considered to aid in the event planning process based on the event concept or in using it otherwise.

1.5 Limitations

The concept has three differentiated and identified concept-types used by Team Finland Singapore. The two different types of concepts will be explained through the examples of KONE reception and the Team Finland Roadshow. The third type includes the use of dialogues and panels ahead of pitching etc., and these will not be part of this work due to their lesser significance and infrequency in the past use of the event concept by the Embassy of Finland in Singapore.

Internationalization will only cover the general concept and definitions and Finnish companies' internationalization, and briefly touch on marketing, communications and business networking in internationalization of a company where they are relevant to the event concept for the attending companies. Internationalization will not cover any commonly used models. Entry to a market or barriers to entry, are not relevant in this work, excluding common issues in internationalization by Finnish companies. Internationalization logistics or finances are not part of this work.

Event concept theories will be limited to parts that are relevant to the small scale of the event concept in this work. The event concept is very particular in some of its elements, so much of event planning and management theory is not usable for it. Budget, costs, teams or staffing aspects for event planning and management will not be covered as they are mostly dependent on the organizing party from Finland and on received funding. The size of the event also is mostly dependent on the number of attendees in Business Finland or Team Finland delegation visits, so attracting attendees or marketing the event are not following theoretical background as such. Mass event planning and production will not be included, as well as different types of events as the event concept is already somewhat defined and has certain elements due to Team Finland, Business Finland etc. requirements. Risk management and legalities will not be discussed in terms of event planning and management, as they are not relevant to this work. As the event concept is not a commercial event, any aspects only relevant to commercial events such as tickets or pricing will not be covered in this work.

2 TEAM FINLAND

2.1 About Team Finland

Team Finland network promotes Finland abroad through internationalization of Finnish enterprises, investments in Finland and the country brand. Team Finland network aids in internationalization, growth and success in the global market for Finnish enterprises provided by different actors in the TF network. Team Finland networks offer international and global service chain, which includes advice for funding. Centres for Economic Development, Transport and the Environment, Business Finland, Finnvera and Ministry for Foreign Affairs collaborate through Team Finland services. Team Finland activities are directed by the Finnish government and the government programme, specifically on competitiveness and employment. TF network offers modified and personalized service packages to companies for internationalization through varying network actors globally. (Team Finland 2019)

Team Finland network consists of more than 80 local teams, with Finnish authorities, public funded organizations and other central operators representing Finland. The TF network includes 18 local teams in Finland with one Team Finland growth and internationalization coordinator in each county. (Team Finland 2019)

Finnish enterprises are integral part of Team Finland work around the world. Team Finland in a region identifies the market opportunities, which will serve as the main areas of interest for the team. These areas of interest are normally strengths of Finland and Finnish companies. The areas of interest are oftentimes shared with Finnish and the local government or are based on significant economic demands and are thus relevant and interesting for both sides. Companies working in these interest areas are often identified and known by Team Finland or Business Finland representatives both in Finland and regionally, and they are encouraged to introduce their innovations, products or services to a given market where there have been identified a possible business opportunity for them.

2.2 Team Finland services

Team Finland services include establishing contacts, producing market information and finding solutions to companies' problems. The services through the networks can be divided into categories of market opportunities, advice and training and financing services. (Team Finland Organisations 2019) Team Finland provides help for Finnish companies through sales leads in initiating discussions with these identified foreign companies, who have a need for particular product, service or solution to help them establish cooperation. Connected to market knowhow is the information about wider opportunities for business opened by market changes in different markets that Team Finland collects and publishes for Finnish actors. TF is constantly following the markets they operate in and provides information on future business environment changes that it has identified. Country outlooks offer insight to market and political situations within individual countries. (Team Finland Market Opportunities 2019)

Team Finland and Business Finland offer advice on the planning and implementation of internationalization, global business and troubleshooting internationalization issues. (Team Finland Advice and Training 2019) TF organisations give out varying financing services such as aid, grants, loans and guarantees, which are provided by Finnvera, Business Finland, Centres for Economic Development, Transport and the Environment (ELY), Tesi (Industry Investment), Finnfund and Finnpartnership. Most of the Team Finland services are provided free of charge, excluding some trainings or search services based on a request. (Team Finland Financing Services 2019)

Business Finland organises delegation visits abroad for Finnish companies in order to promote their international business in collaboration with Finnish ministries and Finnish embassies. These service packages generally include industry specific meetings, networking with business organisations and political actors, and visibility and advice. Visits offer the companies an opportunity to market their products, services and expertise, and gives companies information on the markets. Finnish companies are able to create contacts and network with local customers and decision makers. The visits have also proven to improve the country brand of Finland and encourage investments in Finland. Business Finland, with

the aforementioned partners, also organise international business visits to Finland, which aim to promote mutual benefits and collaboration, share knowledge and create new business partnerships. These visits often include heads of state, ministers, administrators and authorities, and companies, with the focus being on B2B interactions in seminars, workshops and company visits. (Team Finland Visits 2019)

Each Finnish county has a Team Finland growth and internationalization coordinator, whose tasks include helping growth companies in their internationalization with services offered by the TF network globally. The coordinators will help with progress in planning and find combined services and solutions in themes such as establishing the development needs of the preconditions for internationalization, and planning, launching, engaging and expanding international business operations, as well as finding funding. Ministry for Foreign Affairs and Finnish missions abroad help companies by offering information about the markets and opportunities in each country, establishing connections and answering support questions related to entry-into-market. (Team Finland Network in Finland and Globally 2019)

2.3 Team Finland in South East Asia (SEA)

Finnish Ministry of Foreign Affairs (MFA) has a regional plan for South East Asia (SEA), which the regional embassies base their work on. In the plan, the opportunities for collaboration and cooperation are highlighted for embassies' and companies' information. The countries in the area could become significant future trade, business and investment partners for Finland and Finnish organizations and companies. Countries with bigger populations offer growth market opportunities for example in information and communication technology (ICT), in wood processing and paper industry, in technology and cleantech, in energy, health sector and education export. Development in these fields is possible with more open economies and markets, lesser barriers of entry and by preventing corruption. Regional Team Finland networks and embassies work in promoting the region to Finnish enterprises, but also aim in sparking interest in SEA for investments in Finland. (UM Suomen Kaakkois-Aasia toimintaohjelma 2015)

Tourism from Finland to SEA is increasing. One of the embassies objectives is to promote tourism to Finland in South East Asia, with improved connections between the areas. Expatriates from Finland to South East Asian countries are increasing, as well as more workforce coming to Finland from countries like Malaysia and Indonesia. However, as well as human movement, the research and innovation collaboration in the area, as well as student exchange are relatively low compared to many other geographical areas. (UM Suomen Kaakkois-Aasia toimintaohjelma 2015)

Finland's aims and objectives for South East Asia emphasize the development, monitoring and analysing of politics, societies and economies of the SEA countries. Strengthening of bilateral political relations with countries in South East Asia, on the foreign-policy dialogue and supporting the regional stability when Finland's operations can be of advantage for national conflicts or tensions, or in promoting dialogue and reconciliation are major interest areas. Finland's goal is to support the sustainability and development of economies, societies and environment with the methods of development cooperation while efficiently allocating Finland's resources. MFA is focused on providing and supporting the local Finnish embassies and Team Finland network, and helping in integrating and unifying the regional efforts and development. Finland is also emphasizing the active participation in the strengthening of relations between the EU countries in the area and with Association of Southeast Asian Nations (ASEAN). Strongly taking part in the EU cooperation and supporting the accomplishing of the free-trade agreements serve the interests of Finland. (UM Suomen Kaakkois-Aasia toimintaohjelma 2015)

2.3.1 ASEAN

Association of Southeast Asian Nations, ASEAN, cooperation organization was established in 1967 by the Philippines, Indonesia, Malaysia, Singapore and Thailand. Later the organization was joined by Brunei (1984), Vietnam (1995), Laos and Myanmar (1997) and Cambodia (1999). Motives for establishing the Association of Southeast Asian Nations included preventing crises in the newly independent countries and controlling communism. ASEAN has further committed to

more ambitious goals to unify the South East Asian society. (UM Suomen Kaakkois-Aasia toimintaohjelma 2015)

EU and ASEAN have been interacting with each other for decades and have been increasingly improving their partnership throughout the years. EU offers economical support for ASEAN in developing its structures and three pillars (security, economy, social/culture). EU was ASEAN's first formal dialogue partner, with both of them having same goals in creating a rule-based order and open economic community among its members. (UM Suomen Kaakkois-Aasia toimintaohjelma 2015) EU is ASEAN's second largest trading partner and biggest foreign investment source. Free trade agreement talks between EU and ASEAN came to a halt in 2009, and since then EU has worked on individual FTAs with ASEAN member states (European Commission 2019).

2.3.2 Team Finland in Singapore

Team Finland Singapore consists of the Ambassador, deputy head of mission, Team Finland TF advisor, who is also a full member of Business Finland India APAC team, and Team Finland Knowledge TFK advisor, who all also work in close cooperation with the local Finnish Business Council and Nordic Innovation House in Singapore. The Team Finland network offers Finnish companies a working infrastructure in Singapore and South East Asia. The network helps emerging Finnish companies to access the market, plays a role in helping Finnish companies attract Singaporean investment and builds up the country brand through means of communication. Finnish companies often find Singapore to be a good gateway to South East Asia and even to the whole of Asia. (Parviainen, Mäkelä & Korpi 2019)

The Team Finland Singapore operating model joins key actors and services together through extensive networks. TF Singapore operations are divided into five interconnected components to serve the customer's needs, which are themes, networking, market opportunities, visits and events, and co-creation initiatives. Planning and operations of TF Singapore are based on strategic multi-year

themes. The work in these themes is proactive, the business and regulatory environment is familiar, contact networks are available and the Finnish knowhow and brand are promoted in these topics. Team Finland Singapore is currently focusing on promoting business in especially within health and wellness, solutions for smart cities and nations, and circular economy. These fall under the theme category of TF Singapore operations, which 80 per cent of the resources, including human and financial resources, are delegated to. Remaining 20 per cent of resources consist mainly of needs outside the chosen themes and serving individual customers. Good and actively maintained and updated contact networks in Singapore, Finland and other relevant countries, are the base for promoting Finnish interests in the selected themes. (Parviainen etc. 2019)

Each theme is pushed forward with one anchor week in Singapore and one anchor event in Finland, along with additional more specific smaller events and related delegations each year. The events organised mostly follow the event concept in this thesis. TF Singapore co-creation initiatives are large scale operations where stakeholders aim to join their businesses and create cooperation opportunities, which normally require a long time span. (Parviainen etc. 2019)

Market opportunities are identified topics for potential future business, and they are published as TF sales leads, business opportunities, foresight reports, country outlooks and policy follow-up reports. Market opportunities aim to raise interests and give insight into the opportunities and challenges that are present. The opportunities have been supported with activation campaigns including at least a webinar or physical event in Finland, more than one delegation trip to Singapore and online communications. The theme choices of TF Singapore have been done based on insights in country outlooks and foresight reports. Every theme has had at least one published business opportunity and sales lead as activation tool and service to Finnish actors. In addition to the TF Singapore operations, country branding and communications require necessary work and actions to deal with competition amongst especially other European countries in the region. Strong and continuous collaboration and cooperation with Team Finland ASEAN partners requires resources, with the example of the annual Team Finland ASEAN + India + Australia Roadshows in Finland during August. (Parviainen etc. 2019)

3 INTERNATIONALIZATION

3.1 What is internationalization

Internationalization is a process where a business is increasing its involvement in international markets. Internationalization is a complete learning and changing process for a company, which results in the expanding of the business to global markets. (Äijö 2008, 41) In the long term, all reasons for internationalization can often be summarized into one main goal: to secure the company's growth and returns. On top of this, internationalization can provide the opportunity to balance seasonal home market demands and to improve the mass production benefits. Before internationalization, it is advised that companies evaluate themselves and their skills and knowledge, so that they can objectively plan their internationalization process. (Äijö 2001, 15) Knowledge and information about your own company should be the easily available and analysable, compared to other required knowledge for internationalization process. Company's own assets, readiness and preconditions are a base for the process and significant resources should be delegated for it. (Kansainvälisen kaupan koulutuskeskus – FINTRA 2006, 11)

Global thinkers and experts are needed for successful internationalization of a business. International trade is very much linked to globalization, with growing competition as customers have international options to choose from. The correlation of internationalization and performance of a business has been under a debate for decades, but with increasing globalization it is becoming easier to argue that internationalization benefits many or most businesses. (Krist 2009, 3) Advancements in technology, outsourcing and industrialization also all have had an impact on international trade, which has both created positive advantages for the more advanced markets but might have hindered the growth of less developed markets. Overall, globalisation has enabled the opportunity for every company to go to any market, which then increases the overall supply of the markets. (Äijö 2008, 57) Know-how, products and technology spread, standardise and maturase fast as it is easier and faster for competitors to master the same know-how. On the whole, international competition is increasing fast and continuously.

Reasons for internationalization are many. Businesses often ask themselves if the foreign markets offer better potential than the home market and how the company can utilize the potential globally using its competitive advantage. (Äijö 2001, 67) Reasons for internationalization by a company are often grouped into push and pull factors/initiatives/motives. Push factors are caused by trouble in home markets, which then push the companies out to search the opportunities elsewhere. Pull factors are enticing and better opportunities in foreign markets, even for well thriving companies. In reality, reasons for internationalization are a combination of both push and pull factors, or caused by outside impulse, like a sudden direct demand from a company or a country. (Äijö 2008, 38)

Nowadays almost every business globalizes somehow either actively or passively. With increased speed of change and fast movement of knowledge, there is less time for strategic planning. Strategic flexibility and comprehensive examination are highly important for a business that is working in an international market successfully. Knowledge and human capital are crucial and integral resources for a company, as they are the hardest to replicate or acquire by a competitor. Continuously increasing competition requires cost effectiveness and developing of quality and innovation. (Äijö 2001, 8-9)

3.2 Market analysis

With more mature markets and industries, and more competition, more critical information of the market is needed for internationalization. In the beginning of internationalization in fast developing markets, there is very rarely time for detailed market surveys. There are oftentimes no or very little resources for in-depth learning of the market and its features, and occasionally it is not possible to acquire certain knowledge without actually being operational in that exact market. In the beginning of internationalization of a company, acquiring enough relevant and precise information that is required, is one of the bigger investments. The less information there is available, the bigger the risks there are, and wrong decisions and actions are more likely to happen. (Äijö 2008, 87-88) In the beginning of internationalization, companies should acquire personal, reliable and concrete knowledge of the market, customers and competitors. Experts often suggest a

visit to the target market and meeting typical customers or end users, and only after that implementing the complete internationalization strategy. These visits are often the last steps in solidifying the decisions needed for settling on the target markets and implementing the needed strategies for the internationalization process. (Äijö 2008, 105)

In international business concepts of companies, it is typical to limit the operations geographically based on countries and type of consumer targeted. The strategic plan for internationalization requires the knowledge of the chosen targets right in the beginning, yet there are instances when the target country or customers are a given based on a certain demand or customer initiative. (Äijö 2008, 152) The quality of the strategic planning will be a determining factor in the success of the company in the global competition (Äijö 2001, 9).

Market analysis by an internationalizing company, aims to estimate the size of the market, its development and composition. It is rare to have reliable information available of the size of the market. Usually some information is available through public statistics or market surveys, but only rarely the information available will be beneficial for calculating the size of product or service market, which is one of the main details in estimating the sales potential of a market. (Äijö 2008, 105) Choosing the target market for internationalization might require multiple varying type investigations, with focus possibly on only one country or a region. The investigations are often used as a background for settling on the priorities and preferences which an order of important steps is based on for the company's internationalization process and strategy. The selection and definition process for the priorities and preferences differs greatly between companies, but one main criterion can be applied to most, which is aiming for the maximum sales potential. (Äijö 2008, 100-101)

With ever increasing globalisation, no company or country is safe from international competition, which is why constant monitoring and following of trends as well as demands, are crucial in each industry and market. Companies who are quick to act, flexible and can easily change their actions have the advantage with trends. Businesses that are actively following the demands, or are able to predict changes in trends, are often the first ones to modify their operations to answer

the demand early enough to gain significant benefits. Furthermore, companies need to access and analyse the positive and negative impacts of a trend on their business, and only then act accordingly depending on the influence on their company. (Äijö 2008, 98-99)

In customer analysis, it's important to distinguish the foreign resellers and representatives from the actual end user and their preferences. Customer analysis should look into the typical purchase chain, purchase process and (purchase) decision chain. It is crucial to know who is part of the decision process and their role in it. Differentiation between immediate customers, customers' customers, end users and contact persons on both sides should be done in high detail. (Äijö 2008, 107) Only from knowing the customers and their needs and desires, can the demand be answered to a detail that will be satisfactory to both the customers but also the company itself.

3.3 Finnish enterprises

Finnish companies' internationalization strategies can often be summarized by Finland having a small home market, and price relations of production factors not enabling the competition with cheap mass production or capital-intensive fields. Small market restricts the growth and controls the opportunities of products and services that require large volumes or quantities to succeed. Hence Finnish companies need to internationalize earlier and when they are still small in size compared to competing countries' companies. Foreign production is often the solution for rising production and capital costs. Advantages in Finnish markets include renewable forest raw material, nature, clean food and competence in arctic climate. Finnish companies can compete globally with high technology (ICT, biotechnology), high and proficient production technology and service, and marketing knowledge and skills. Small companies with limited resources can and often will try to aim for market niches or combine their knowledge and powers with foreign companies through integration, or by selling the solution or business. (Äijö 2008, 47-48)

Finland's home markets are advanced and open, and also have significant number of customers who have a fairly high-income level and high expectations. Companies that are familiar with these characteristics are able to mirror their market knowledge to only a very few markets around the world with few same characteristics. Finland's markets are quite far from others, small and concentrated, which results in lower levels of internal competition. (Äijö 2001, 34-35) This is not very common in similar markets, which an example of are the other Nordic countries. For a while, technology and related products and services have continuously been one of the main exports from Finland. However, as with other fields too, advancements and innovation are rather consistently limited by low resources in many Finnish companies.

Finland has for few decades been an export-led country, compared to the Central-European big national economies, whose internal markets very much differ from Finland's. Especially export of services has experienced a growth for many years now, and export of products, as well as technology, forestry, electricity, electronics, engineering and chemical industries have been the biggest exports in this decade. (Bergmann, Greiner & Jaspers 2011, 20-22)

Human capital in Finland is well educated and highly professionally skilled but cost of labour is relatively expensive. Finland's home markets might hinder international competition with businesses facing high labour and raw material costs, which result in higher product and service prices. Finnish companies cannot normally compete with low cost mass production. Human capital and high level of technology offer the best opportunities for competition in non-labour or low raw material intensive fields. (Äijö 2001, 34-35)

The most popular motivator for Finnish companies' internationalization is the small size of home markets, but there is also often knowledge or expectations of higher demand and greater opportunities abroad. Occasionally the product or service invented does not have any or has very little demand in the home markets, which is why many new companies are born global, so have no periods of domestic market operations and instead internationalize from the beginning, and are not considering Finland their home market, even though the headquarters or the physical operations might be based in Finland. (Äijö 2001, 15) Occasionally,

the goal for internationalization and moving operations abroad, is to be part of the working know-how cluster of research and development, to save transportation costs, decrease currency risks and improve the customer relationships. Taxes and labour costs might be part of the driving factors but should not have too high importance. (Bergmann etc. 2011, 26)

Overall, Piekkola (2008, 37) found that for Nordic companies generally the main incentive for internationalization has first been the expanding of markets, secondly international business operations and investments, which have aimed to increase the learning and skill levels of the company. Only the third step has been to reduce the cost of labour. As a solution to this, in Finland moving the operations abroad has only been more popular among high technology and knowledge intensive service companies.

In internationalization, common issues or barriers to entry for Finnish companies often include the lack of experience and market knowledge, lack of customer, and other contacts and relationships, lack of references and familiarity and trust, lack of supply channels, first investment costs, being unknown in terms of image and name, low production volume and competitors actions to prevent entry to a market. It is not uncommon that there exists supplier's or principal's exchange resistance and related costs, common obstacles of the trade such as customs, taxes and regulations, documentation costs, standard differences, currency and its risks and costs, big financing needs and costs, slowness of the payments traffic and risks. In terms of human capital and their skills, problems arise in communication barriers, distance and language, cultural differences, knowledge of customer expectations and behaviour, possible negative image, political, social and legislative differences. These all result in strong cost drawbacks, which can oftentimes only be solved with a clear competitive advantage. (Äijö 2001, 18-19)

Äijö (2008, 50) cites a 2007 market questionnaire for Finnish companies on what kind of support or aid they would like to receive for internationalization. Answers indicate that practical support for business in markets, such as finding customers, developing of distribution and sales channels, building relationships to local stakeholders, developing collaboration, communications and sales promotion, and selling and sales negotiations are the most commonly needed issue group

and could be solved or eased with help from correctly identified stakeholders. Also help was seen beneficial with developing the knowledge and skills of management and staff, realisation of strategies in practice, and developing of strategic thinking and planning. The third category related to the acquisition of information, i.e. local business practices, market surveys, data acquisition and choice and segmentation of target market, which Finnish companies felt was not readily available and could be helped with.

Compared to earlier surveys, altogether 72 per cent of the 614 participants who answered an internationalization and entry barrier survey by Team Finland in 2016, estimated that their companies' exports will increase during the years 2016–2018 (Eisto 2016.) Especially small and medium sized enterprises (SMEs) in Finland are becoming more international by a few percentages per year. More than 50 per cent of the growth companies search for growth from the international markets. Already in 2016, the SME sector exported more than the large-scale industry. (Pöysti 2017) Participants in the Team Finland survey, felt that Europe offered the most growth opportunities, especially for SMEs. Europe was also a popular first destination to begin internationalization or to establish a “born-global” company. Born-global company will begin its operations in a foreign market straight from the beginning. The next most interesting destinations were Russia, East Europe and Central Asia. Bigger companies were more likely to seek opportunities in multiple countries or areas at once. (Eisto 2016) Finnish companies are growing increasingly interested in Asian markets and are seeking investments from Asia to Finland.

In Finland, companies in their internationalization process tend to use either financial, guidance or market knowledge services. The most popular service providers, especially for SMEs were Finnvera and Tekes based on the Ministry of Economic Affairs and Employment of Finland report in 2017. International and growth seeking companies used these internationalization services comparatively more than the average SMEs, with around 40 per cent planning on using them next year. Less than 10 per cent used services provided by the network of Finnish embassies globally, yet many of the services, especially of Team Finland's overlap with the organizations measured. Especially services concerning

business contacts in the target markets and financing, product and service developments were highlighted. Knowhow and knowledge intensive service companies highlighted guidance, like market situation analysis and internationalization strategy help as their main needs. More than 60 per cent of the surveyed SMEs in Finland would need services and support with business contacts and networks. (Rikama 2017)

Globally known Finnish brands and concepts are only few, even though they are the key to success. With brand and image building along with increasing the customer's trust, stronger relationships are built on customer and quality promises. A continuous market analysis and customer knowledge are required for the base of goal-oriented development work. Younger companies and their oftentimes younger founders are more conscious and aware of the importance of branding and concepts especially when aiming for global markets straight from the establishing the company and starting operations. (Keskuskauppakamari 2017)

3.4 Marketing

Marketing mix and the 4Ps for marketing are the popular basis for marketing used around the world. Marketing mix includes actions that companies use to promote its product or brand to a market. Every company competes to win the customer popularity using the popular competitive advantages of marketing mix. Marketing mix consists of product, price, promotion and place, which are all part of company's basic elements and underlying factors in their strategy. (Äijö 2001, 20-21) Product, promotion and place are the elements of marketing mix that can be seen in this thesis.

Marketing can be defined as a general concept which covers all the tasks required for the satisfying of the customers' needs, which includes market research, segmentation, defining of product and service, distribution, pricing, advertising and sales (Äijö 2001, 121). International marketing mix normally consists of five part-strategies, the target market, product, marketing communications, pricing and distribution strategies (Äijö 2001, 126). The two latter will not be discussed here.

Target market or segmentation strategy will start with choosing and defining the potential clientele. Segmentation will include researching the level of heterogeneity of customers, through relevant segmentation bases, which oftentimes include various socio-economic criteria. These differences are part of the process of target market strategy and how the clientele will be covered with marketing actions. (Äijö 2001, 127-128) These are then reflected in the marketing mix's place and promotion elements, as in where the product is available and how the demand for is created and maintained.

In product strategy or product positioning, the product is conceptually defined based on the important criteria from the customers' point of view. Product strategy defines the needs that the company aims to satisfy with their products. Deciding factors cover the competitive advantages of a product and their weights, product concept through customer need view, international adaptation degree of the product, product differentiation, product positioning, product life cycle and timing, and product selection. Adapting the product for international markets is usually necessary to a degree, with different standards or juridical regulations in place. (Äijö 2001, 129-130) In regard to marketing mix, this is the product element for marketing.

3.5 Communications

Communications is a continuous process and transmission of messages between a sender and the receiver interactively (Chydenius 2001, 11.) Communications for a business can be a crucial way to differentiate themselves from the competitors both in home and global markets. Business is mostly based on communicating with all the stakeholders and making sure that information is distributed as needed. Each business has multiple differing stakeholder groups, with whom they communicate constantly. Every interaction is communication in either personal, spoken, written, digital etc. format. Communication of a business is unique to each enterprise or company, and cannot be replicated, which makes it an important competitive ability. Therefore, businesses should see communication as vital and central parts of their strategies. Communication needs to be planned, conducted and followed the same as other business functions, although it cannot

be perfectly delegated to a person or a group like it was understood in the past. Instead it is recognised that everyone does it and it is part of their daily work. (Isohookana 2007, 9-11)

Marketing communications or sales promotion strategies are typically specified through recognizability or conspicuousness of the company in potential clientele or changing of a company or product image. In internationalization a company might face a situation where their image or name are completely unfamiliar in their new target markets, and it will require time and work to create an image that is appealing and also trustworthy in the new markets. A company in the first stages of its internationalization needs to survey their customer potential and create relationships with central stakeholders. (Chydenius 2001, 13-14)

Commonly used communications methods include advertising, personal sales, sales promotion and public relations, which normally all have their own individual strategic plans with goals, objectives, conclusions and strategies. Occasionally international communication processes are run separately, with varying time frames, geographical areas or otherwise with limited campaigns. Specific and concrete demand promotion campaign strategy should cover the target group, the message, method, choice of media, organization, operative plan and budget. (Äijö 2001, 131-133)

Personal sales, sales promotion and public relations (later also as PR) all are based on personal level communications (Äijö 2001, 134). Public relations focus more on making the company and the products known, care of relations and polishing the company image, instead of sales which is the main focus of many international marketing strategies. Furthermore, all of public relations related actions encourage demand and sales in the long term. The main purpose of public relations is to create conditions in the market facilitating selling. PR aims to edit the attitudes and knowledge about the company and its products, of the potential customers, main audience, economic and political decision makers. Public relations work is especially impactful in situations where juridical or political consequences need to be solved or when selling to public organizations. Furthermore, the goal of PR is creating good and fruitful personal contacts and creating positive publicity through multiple channels. (Äijö 2001, 138)

3.6 Business networking

Networking can be defined as a group of people who exchange information, contacts and experience for professional or social purposes. Networking should aim to mutually benefit both or all sides. A connection created is not only based on an individual person but on a net of people you and they know added together. As much as networking is usually career or industry related, it is in its core connecting on a personal level and building relationships (Jones-Kaminski 2009, 11-12). Throughout the years, business networking has gained a reputation of just being self-boosting collecting of contacts, but with right attitude and motives, business network can serve as invaluable tool for a business to create a network of people and through them information, that would not otherwise be available for them. Understanding your own motivations and being genuine are the first steps in successful business networking. (Robinson 2019)

Business networking is the process of creating mutually beneficial relationship with other people and potential stakeholders like clients or investors. Business networking has many benefits, but the overall purpose can be specified into telling people about your business in one way or another. (Ward 2019) Business networking can be summarised into four steps: explaining what you do, asking genuine questions, showing your value and turning the right connections into customers (Robinson 2019.) Business networking can be described as personal sales, marketing or public relations actions, which are all based on personal interactions and connections (Ward 2019).

Most notable benefit in business networking is meeting potential clients or creating referrals for future follow ups. Networking is also allowing the determining of partnerships, joint ventures or expansion opportunities. By networking, a person is creating possible interest and demand for their products or their company, which is what marketing and marketing communications, especially public relations are mostly based on. A company without any networks in their own market, is likely not very familiar with their customers, competition or the current changes in demand for their products. (Ward 2019) Especially when a company is aiming for a new market, which for many is an international market, it is crucial to start

building connections and relationships. By getting yourself known through business networking, you are giving out knowledge of your company and products, services and solutions to new audiences. Business networking events in your own field and industry are likely to attract some important and relevant people, which reduces the personal efforts of having to contact everyone individually.

In rapidly changing and evolving global business networks, it is increasingly important to stay current and be aware of trends. Following the current topics in your own market is necessary especially for marketing and marketing communications, and some information is only available through networks in your own area, especially in the beginning stages of a shift in trends. By networking, you can find new opportunities and even solutions to your business problems or needs. Meeting an expert in an area, where there exists a need in your business, can offer you both an opportunity to solve it through collaboration and cooperation. In business networking it is also possible to find financing through investors or venture capitalists. (Ward 2019)

Attending business networking events makes it sure that you meet and communicate with customers and business partners face to face and preferably regularly. Business networking events enable meeting multiple people during the event compared to individual meetings. This reduces the amount of effort required for keeping the networks up to date, as well as often enabling more relaxed atmosphere for meeting people compared to more formal situations like negotiations. (Ward 2019.) It is still recommended to meet in person, even though nowadays many social media platforms enable digital networking to a large scale with minimum efforts. Even though, social media can be seen very beneficial in international networking, due to minimised or removed barriers of distance and time differences, it is still mostly regarded as impersonal or superficial in the more sophisticated and high-level business circles. In social media, the networking community can be very large in size, which might reduce the likelihood of giving out valuable information or useful experience stories. Creating meaningful and personal connections alone in business networking in social media is most likely possible, but still relatively rare

Networking is important in expanding and increasing knowledge based on other's viewpoints and experience. In business networking, it is almost impossible to avoid hearing and learning new information when meeting people. Someone might offer valuable information towards new business idea or venture, and more importantly you can hear from their personal experiences. Networking also increases one's professional profile and makes sure that you are known and remembered by the right, relevant people. Networking events tend to have a positive and optimistic atmosphere, which can also increase one's own morale. Even though, naturally more outgoing people might find business networking easy, it is likely to boost anyone's confidence with practice and it is also not uncommon to create personal friendships in business networking settings. (Ward 2019)

4 EVENT CONCEPTS

4.1 Events

Characteristics of events can be grouped into uniqueness, perishability, labour intensiveness, fixed timescales, intangibility, personal interaction, ambience and ritual or ceremony. There are numerous elements which need to be considered when developing an event concept. They oftentimes include at least the purpose and objectives of the event, the event theme, the venue, the audience, financial management, the timing of the event and the skills of the team. Obviously not all events will have the same elements, but overall the nature of event planning, management and guides and rules, have been well developed and documented, more and more so with increasing number of events organised to break down the normality and familiarity of day to day live nowadays. (Shone & Parry 2018, 16-17)

Events can follow the same format or routine, but they will still be unique because of their participants, surroundings, subject and other variables. Even if the events follow the same routine, each of them will be unique and require different work for them. As the events are unique, they are also perishable because they cannot be repeated exactly. With events, the action is pretty much intangible, with some tangible elements like food, photographs or brochures. However, tangibles are often what people will remember a successful event by. A programme or guest list can already be enough in making sure that the event has provided something tangible for the attendee. Ambience is one of the most important characteristics of an event, as a positive ambience will result in a successful event. Ambience is wholly dependent on the people, with the event manager having to ensure that the event succeeds with careful attention to detail and encouraging the desired outcome. (Shone & Parry 2018, 16-21)

Events are a service situation, which means that attendees will have frequent contact with the organisers. People interacting with themselves, attendees and hosts alike, create the atmosphere of the event which contributes to how enjoya-

ble and successful an event is. Event success is largely dependent on the reactions, interactions and backgrounds of the people, which is why the organisers should have an understanding of their attendees. The labour intensiveness of an event depends largely on how big the event and its different features. With more routine like events, for example conferences, it is easier to correctly estimate the amount of labour required for an event than for example for a special one-off event like a festival. Events have almost always a fixed timescale, both with planning and duration of the actual event. (Shone & Parry 2018, 16-21) The timing needs to work with different elements so that it holds the attention of the participants and keeps them interested, which is often achieved by breaking the event into sections.

Events are non-routine by nature, but the techniques for organising and managing an event are very much based on routines and formulas. Planning is crucial for successful events, due to complexity, unusual requirements and possible unfamiliarity of the organisers to what is required of them and of the event itself. An event plan is a guide and tool against which the progress can be measured with. Planning process is a key element to what the event will entail. Different elements and issues need to be taken into account in the planning process, and all the parts need to be systematically broken down into smaller component parts. (Shone & Parry 2018, 87-88) Planning should include identification of opportunities, problems and risks. Benefits of planning might include better coordination, thinking ahead, more focus and creating a plan which serves as a tool to control the process.

No two events are the same, even if they are following routines. Biggest differences in management functions like differences in scale, sophistication of techniques, intensity and detail of planning, and division and allocation of resources are why most events differ significantly from each other, even if their substances are relatively similar or directly comparable to each other. (Shone & Parry 2018, 90)

4.2 Event planning and management

In early planning some key requirements need to be identified to ensure the event success. These can include the location of the event, the possible venues, ease of access and making sure that all necessary resources, equipment, personnel and visitors can get to the venue easily. The preparation phase will also include logistics, which covers more than just on-site activities of the chosen venue, like getting to the venue. Logistics for an event can be summarised into planning and organising the movement of goods, equipment and people to their point of use. (Shone & Parry 2018, 151-156)

The 5W's is a popular approach to event planning, which are who, what, why, where and when. Who aims to ask who are the targets for this event, and who will be attending the event. Who are the stakeholders and what are their roles and goals in the event. The stakeholder's expectations should also be taken into consideration in the planning process. In event planning, you should also ask who will be involved in the process and in the actual event, as you need to be aware of how to divide responsibilities and how to keep on track of them. (This is Entertainment 2018) Are the potential attendees similar to each other, for example if they share same interests with each other. What motives do the attendees have for attending events like yours.

What aims to answer the goal that you are trying to achieve with the event. What will take place in the event, and what information or research is needed for making decisions. It is important to clearly go through the event objectives, and what the audience is expecting and wanting from it. With knowledge from previous events, is it known what attendees liked the most or least. (This is Entertainment 2018)

Where is focusing on location and space for the event. This includes all the important details of the event venue such as different rooms and areas, possible stage or cocktail area, and logistics. The chosen venue should be the most suitable for the organizational needs, audience comfort, accessibility and costs (Cvent, 5 Questions to Ask... 2016) Will multiple rooms be used simultaneously and is a multimedia set up required are two crucial topics to be aware of.

Strongly connected to where is when, so time the event takes place, the time of day and also duration. The schedule for both planning and the actual event need to be available from the beginning. (Shone & Parry 2018, 111) Production schedule, which can be a list of activities that the event involves in time order, can be used as a tool for an event organiser. The production schedule should be detailed, especially for events with stricter timing that affects the outcome. A production schedule can also have the responsible persons for each activity and the used methods for them. (Shone & Parry 2018, 155) Both where and when are focused mostly on the logistical aspects of the events.

Why people are attending and why is the event being undertaken, which could be answered with gains on both on the host's and attendee's side and what take-aways both will have. Identifying the importance and purpose of holding a specific event should be taken into answering the why. Vision for the event should include the income and outcome of your event. What is the end goal and purpose of the event. How many people are in the target audience and what is the desired number of attendees. (This is Entertainment 2018)

The chosen objectives for an event could then be tested with a mnemonic SMART, which comes from the words: specific, measurable, achievable, realistic and timely. According to SMART, the objectives cannot be left vague and general, and instead need to be specific to avoid confusion and misunderstandings and make it possible to create the event based on them. Without measurable objectives, it is nearly impossible to measure the achievements or progression. Achievability is crucial, as there has to be enough resources such as time and expertise, so that the event can be organised in reality at all. There is no way to organise and host a successful event if the objectives are not realistic. Unrealistic desires and demands should be recognised in early planning, so that unnecessary resources are not spent on them. Timely objectives consider the time available, deadlines and the general tendency for changing of timescales and schedules. (Shone & Parry 2018, 225) How will the event be done should already be answered in the planning process (Shone & Parry 2018, 111).

5 CONCEPT CREATION

5.1 Overview

Team Finland offers visits to promote exports and internationalization of Finnish companies through business delegation visits from Finland to a target country. The visits are also a way to attract foreign direct investments and foreign visitors to Finland. During the visit, a company might take part in multiple occasions including trade fairs and company visits. Normally one or multiple events are organized using the business delegation visit theme or topic. This event concept has been used mainly as a tool for the Embassy of Finland and Team Finland Singapore hosted business events discussed in this work. (Business Finland)

Team Finland Singapore has developed and tested several event and match-making concepts to optimize the return on investment (ROI) for Finnish and local participants. Some of the concepts are now also used by Nordic Innovation House Singapore as a result of close cooperation with the Embassy of Finland Singapore. The main event concept used has been based on enhancing efficient and informative content for people involved. Main objectives for the events are to be concise and delegate short times for each element. (Parviainen etc. 2019)

The purposes of the delegation or business visits normally include enhancing the cooperation between Finnish and foreign companies, introducing the Finnish offerings and finding new business opportunities for mainly Finnish companies, but also vice versa. The visits allow the Finnish companies to get information on the destination country, its markets, plans for future and potential interesting and opportunity rich projects. (Business Finland)

Networking events are a way for the visiting companies and rest of the delegation to establish contacts, connections and relationships with the local decision makers, customers, authorities and other partners. The visits are an in-person way to get knowledge and understanding of the destination country's business environment and the corporate culture. (Business Finland)

Joining a Team Finland visit with a business delegation a company can contribute to its internationalization, product development and sales. The visits also offer them an opportunity to get to know other operators in their own or similar and related fields. The visits are often led by Finnish government ministers or senior officials, which opens doors to higher level meeting, direct contacts to destination country ministries and public procurement officials. Visits sometimes evoke media coverage and visibility, which is valuable for an unknown company in a new market. Often the theme or topic of the visit deals with topical business issues, which then offers useful, current and relevant knowledge on for example trends, trade barriers and problems. Individual companies might also struggle with networking and acquiring beneficial business contacts on their own, which is the reason for the creation of the event concept. (Business Finland)

The concept is based on two differentiated and identified concept-types within this work. The two different type of concepts will be explained through the examples of KONE Smart Buildings and Infrastructure reception in April 2019 and the Team Finland ASEAN + Australia + India Roadshow in August 2019. The two events utilize the same event elements but in different ways to achieve the desired outcome. A third concept-type will not be part of this work, which would include a dialogue or panel discussion in the beginning, followed by pitching and rest of the elements, thus changing the event flow significantly. The different parts of the event concept in this thesis are divided into planning, attendees, event, pitching, discussions, follow-up and benefits in this work. Each of the parts can be applied as needed, and the parts can be arranged, edited or removed accordingly. The concept can be used individually as a guide or as part of this work.

5.2 Planning

The production for the networking events is mainly managed by the local Finnish embassy, where the responsibility can be on the local Team Finland representatives or other embassy employees. Depending on the size of the event, there can be one or more head producers for the event. Occasionally, for the Embassy of Finland Singapore events, the production was delegated between the organising partners, which helped to divide the workload and responsibilities. These partners

have included for example Business Finland, Finnish government ministries, cities in Finland and innovation centres. Additionally a company has been chosen to be a co-host for an event.

Generally the Embassy of Finland Singapore as the main organiser, has invited the guests themselves, but periodically the other organising parties have been encouraged to invite their own guests. Target audience have been reached mainly through email invitations. Infrequently, the invitation has been included in partners' newsletters or in the embassy's social media channels to reach new people. Every now and then, other organising partners than the embassy have invited guests themselves through email or phone calls. Invitations usually have included the programme, and introductions to organising partners and basic information on the companies that will be presented in the event. A pre-registration link is included in the invitation emails.

The events should have a pre-registration, so that precise estimation on the number of attendees is achieved for logistics reasons. In the venue, the attendees have registered and got a name tag with their name and company that they represent. Walk-in guests have been allowed, as they generally have been relevant and possibly interesting people for the event theme. As the events have been rarely published to the general public, it is unlikely that any completely random people would have arrived at the venue or tried to attend the event.

The size of the event has very much depended on the situation. In the past, the events organised by the Embassy of Finland Singapore have had between 30 to 150 attendees. This has been based on aiming for approximately twice the number of local attendees compared to the number of delegation or business visit attendees. The choice of venue has depended on the size of the event, but previously the Huone Events Hotel Singapore has been utilised for multiple varying size and themed events. In the future, the Finnish Ambassador's new residence in Singapore will be used as a venue for the events, as it accommodates events with 120 attendees or more. With the residence available it is possible to always have the events in a larger scale as the venue will now allow it. Using a residence as a venue will also attract some attendees, based on previous experienced by the Embassy in Singapore. The event concept has been used 10-20 times a year

by the Embassy of Finland in Singapore. Team Finland Business and Trade Advisor in Singapore Riku Mäkelä estimates that with the new Ambassador's residence, the event concept will be used for all the future receptions that will have business delegates attending, which may increase the annual numbers for the event concept used to 20-30 times per year.

Planning process has required at least six weeks before the event. First invitation round has been sent at least four weeks before the event. In reality, the event process has often fully commenced only 3-4 weeks before the event, with timing, venue and important attendees secured first. In these instances, the invitations have gone out two to three weeks before the event. The registrations to the events have seen a spike in interest one to two weeks before the event, which has not been dependant on how early the invitations were sent. Reminders for the invitation have been sent at least few days in advance before the event day, with occasionally multiple reminders with one week before reminder as well. The registration for the event has often closed the day before or earlier on the day of the event in the case of evening events.

Longer event planning and organising periods would be beneficial, yet oftentimes the late start to the planning process has been due to the visiting delegations overall programme being finalised rather late. Occasionally, also the main guests' or important attendees' schedules have been hindering the finalisation of the event timing. The available resources and personnel for the event planning and management process have had its impact on the time that was be used for the event and should be considered when initiating the event. At the Embassy of Finland Singapore, the planning of the event based on the concept has not been very structured due to limited resources and one main organiser taking the all responsibility in most cases. An example for a possible list of actions to be used amongst the organisers can be found in appendix 1.

In event planning some elements need to be considered, which normally will include the purpose and objectives of the event, the event theme, the venue, the audience and the timing of the event (Shone & Parry 2018. 16-17). From event planning and management theories, the 5Ws could be used as a tool for planning (This is Entertainment 2018.) Altogether, planning of an event based on the event

concept could be divided into eight sections, which are initiation, why, what, who, when, where, event and after (figure 1). From these the first four will cover elements like the objectives and purpose, whereas the next three will focus on logistics and the last section reflects on the event, which can be used for future event planning.

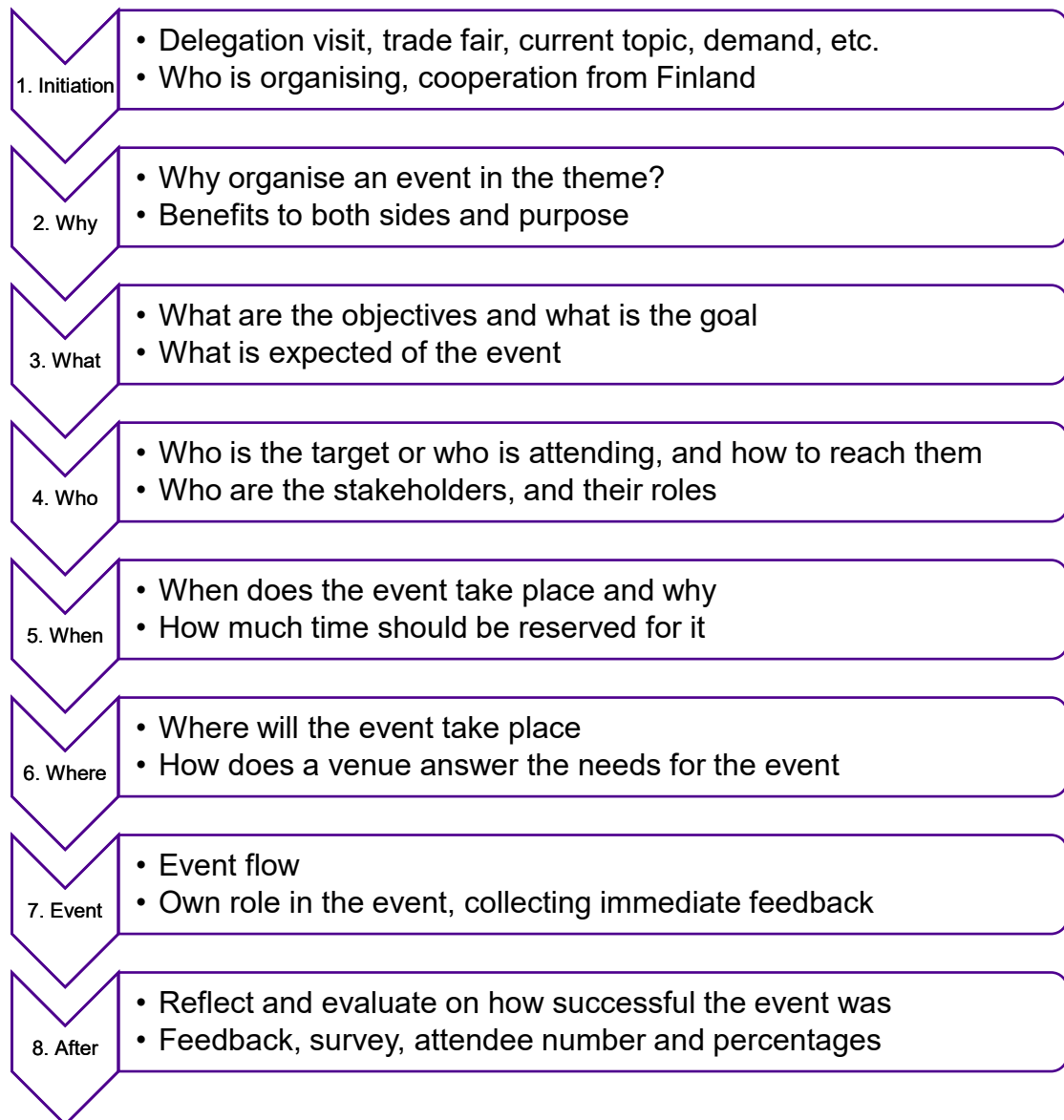


FIGURE 1. Event planning process

In the case of a delegation or a business visit, organising an event in the theme or topic chosen for the visit might be expected of the local embassy or Team Finland network. In the initiation section, the need for the event might for example occur as a result from a visit, trade fair or another event, current topics or a need expressed by someone. During the initiation it is necessary to become aware and

identify the organisers, especially if the event will be held in conjunction to a delegation visit or an event in a theme that is interesting both in Finland and locally. Even if the main organiser is the local embassy or Team Finland, there should be an organising party or multiple people from Finland joining in the overall process.

Section two falls under the 5Ws event planning theory as to why the event is being held. The theme or topic of the event should be acknowledged and based on the benefits that will be created to both to the organisers but also to the target attendees. The purpose of the event should be clear from the initiation, with at least servicing Finnish companies and aiding their internationalization process being amongst the main priorities with these events. Next section, what, is strongly connected here, as the objectives and goals for the event need to be known in order to create a successful event. As these events are held under the embassies and Team Finland's operations, it can be expected that the event objectives are correlating with the overall objectives of their work.

With section four, the target attendees and delegation attendees need to be understood and known. This section is more successful if the organisers have done their work previously in a manner where they are here able to identify the attendees that would be interested in this event, maybe based on previous events or from customer contact networks. The correct way to efficiently reach the targeted attendees should be decided at this point. The stakeholders and their roles are equally as important as attracting the target attendees and should not be overlooked. With roles delegated between the main stakeholders of the event, it is possible to relieve the workload of the main organiser.

Sections 5 and 6 focus on the logistics of timing and location for the event. Timing will be based on the need for the event identified in section one and will depend on multiple factors. Time needed for the event will be mainly based on the number of pitches and the number of attendees in total. This in turn will have its impact on the location and venue for the event, which need to answer to the needs within the size and time of the event. The last two sections, 7, are the actual event, which will be discussed in detail in chapters 4.4 to 4.6, and the work after an event, 8, which is discussed in chapters 4.7 and 4.8.

5.3 Attendees

The organising of the event has been oftentimes initiated by Team Finland, Business Finland or Finnish enterprises as part of a delegation or business visit. Participating parties normally included Team Finland representatives in a region and topic, Business Finland or other Finnish organisations, Finnish enterprises, SMEs and start-ups, regional experts in the relevant fields, as well as investors and important network connections. Business delegations for visits can also include ministers or other authorities, depending on the agenda or topic. The enterprises chosen for pitching have been identified through different connections, networks or customer databases by the organising parties.

Companies that join Team Finland and Business Finland delegation visits are Finnish companies in all sizes and must all have a Finnish business ID. They are generally ready to enter a new international market or are already operating in international markets. Business delegations are normally limited in size and concise in their area of expertise, so the companies joining the delegation and thus participating in the events are all somehow relevant and offer products and services in selected one or few markets that are strongly related or correlate with the theme.

Attracting interesting attendees for the companies' and delegation visit attendees' benefit, will depend on the prior work in creating networks and updating a database on people by the organising parties. Better networks with identified interests for people will aid in attracting the people who will be the most beneficial in the events, which likely result in higher attending percentages. Use of relevant networks, like the Smart City Network for KONE Smart Buildings and Infrastructure event in Singapore in April 2019, resulted in 20 per cent of the attendees coming through invitations circulated by the network coordinators to the network members.

As the attendees are relatively personally invited by the main organiser or organisers, in most cases it can be assumed that the organisers have an understanding of their attendees and their interests. The invited guests are selected based on the organisers' knowledge of them and their interests or expertise areas, which

is why the organisers are able to estimate the actions, reactions and interactions of the attendees to at least some extent. This knowledge can be used to plan the event elements in an enjoyable way for the attendees and so that the overall event will more likely be successful. (Shone & Parry 2018. 16-21)

The number of attendees has been determined somewhat based on the visiting delegation size and the size of the chosen venue. The attendee number have been aimed and should be at being at least twice the number of delegates and joining Finnish companies for the pitching. The venue has to be secured early enough, which will also limit the number of invited attendees.

5.4 Event

The events have been generally planned to run for total of 1,5 to 4 hours, depending on time of day or occasion type. The size of the event and number of attendees will have its impact on required time, with different timings needed for each element.

Time is needed for the arrival of attendees, and welcome remarks should not be planned to start too soon. It is generally advised to reserve around 30 minutes for the arrival of attendees. Welcome remarks and talks are preferably 3 – 5 minutes, with preferred maximum being around 10 minutes. Following is a dialogue session, which has been small intimate relaxed panel discussion between 2 to 4 representatives with overall length being 30–45 minutes, where at least half of the time should be used for audience questions. However, dialogues have been used infrequently by the Embassy of Finland Singapore and instead the programme has begun with pitching. A Team Finland event have included company pitch talks of 1–3 minutes for each presenting company or organisation, and the companies have had a numbered speed dating inspired discussion spot during the networking or coffee, lunch or dinner time. Longer pitch times are a possibility if the number of pitching parties is low or the topic requires more knowledge and information to be given during the pitches. A big screen in the venue has given an overview of the companies to make it easier to remember who to meet and where to find them after the pitches for the discussions and networking. The

speed dating spot has been preferably a high round bar table. TF Singapore productions, and majority of co-productions, have been a combination of the above event concepts and their features. The main choice is about having, or not having, a dialogue session. (Parviainen etc. 2019)

5.4.1 Event timeline and programme

The length of the overall event will determine the programme and amount of time required for different sections of the event. The event flow can be divided into five separate timeslots or segments that should all be reserved time in the programme. These segments can be then further divided into eight different sections, which are 1. arrival to the venue, 2. registration and name tags, 3. welcome and introduction, 4. pitching, 5. discussions, 6. networking, 7. food and drinks and 8. closing (figure 2).

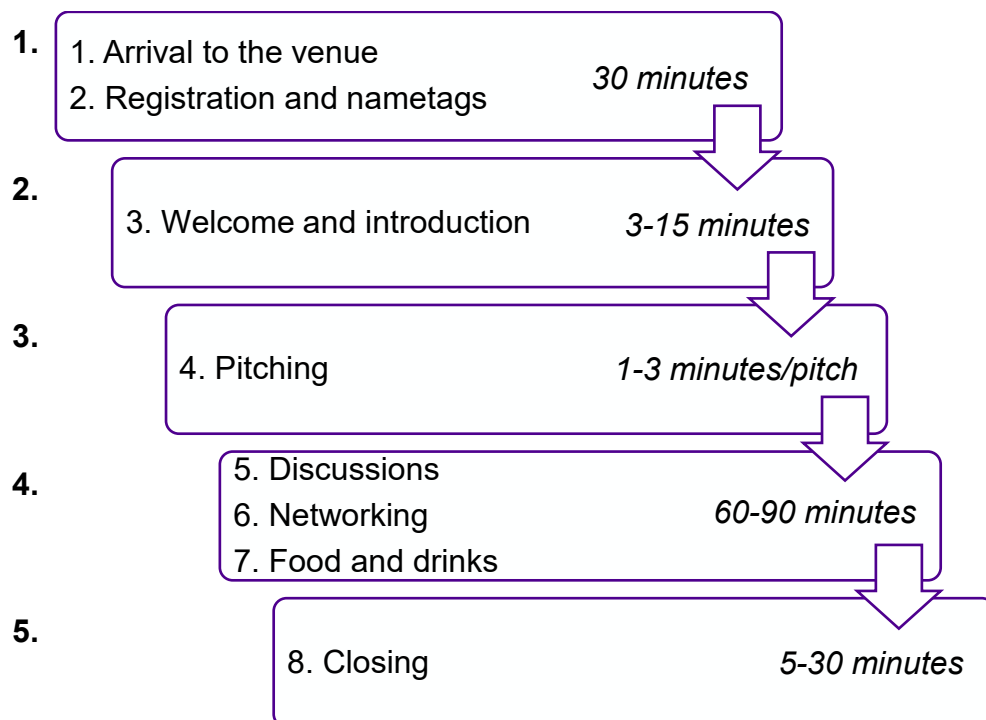


FIGURE 2. Event composition in five sections

In segment 1, the arrival to the venue, and registration and name tags in most cases requires at least half an hour from the start of the event. The required time may be less or more, depending on factors such as the number of attendees or the location of the venue in reachable areas. During this time, organisers should

be readily available at the venue and reachable by the staff working at the event, as well as the arriving attendees. Depending on the number of working personnel, the registration may require one or more people. However, it is possible to let the attendees to acquire their own name tags, thus leaving registering of the guests to be done after the first section or after the event. Depending on the event style, drinks or cocktail pieces might be available for the attendees already at this time or later in segment four.

The second segment of the event is the welcoming remarks and introduction. The welcoming remarks can be delegated to multiple people, which might include the main organiser, organising partners and the venue hosts. An introduction to the event and brief explanation on the event flow may be necessary, as well as some information on the venue, depending on the size or amenities. This second segment should be limited from 3 to maximum of 10-15 minutes depending on the length of the overall event, and number of welcoming remarks given by different people.

Other attendees than the pitching companies and organisations may be introduced before the pitches if desired. These could be limited to organisations involved in the event process and organization, especially if they are not pitching themselves. It is possible to also introduce all the parties involved in the delegation visits and their programme.

The third segment is the pitches by the companies and organizations. The length of this section is solely dependent on the number of pitches and their reserved lengths combined. However, when the number and lengths are known, it is easy to reserve rather exact time for this section in the programme. As the pitches are meant to be equal in time, the estimated length for this section can be assumed to not overrun. Some time should be reserved in between each pitch for the introduction for each pitch, as well as the representatives moving to the stage or reserved spot, and possibly some audience reactions.

After the pitching, the fourth segment will include discussions, networking and the serving of food and drinks. Most notably there should be enough time reserved for the discussions at the specified and reserved spots. Depending on the length

of the event, 60-90 minutes should be a sufficient time for the discussions. Networking will overlap with this, as not all the attendees will spend all the allocated time at the high tables, but rather network more freely. Serving of food and drinks can be incorporated into this section, if chosen based on the event type and time of day.

Depending on the attendees and their level of enjoyment of the event, the closing of the event can happen naturally or be encouraged by the hosts. Generally, the guests are aware of the programme and will tend to leave the event by or at the stated ending time in the schedule. Obviously, exceptions occur, and depending on the venue, hosts and attendees, it may be possible to let the event overrun if necessary and reasonable, and allowed by the venue.

Examples of programmes can be found in the KONE and Team Finland Roadshow sections of the thesis (chapters 5 and 6) and in the appendices. (Appendices 2 & 5)

5.5 Pitching

The pitching companies and organisations are chosen by the organizing parties together with the delegation visit coordinators. Generally, all the delegation companies should be allowed to pitch. On top of this, other companies in the theme or topic of the event operating or visiting in the event location may be asked to join the pitching. For example, at the KONE Smart Buildings and Infrastructure event in Singapore all the delegation companies and a few Finnish companies with established operations in Singapore gave a pitch. The Embassy of Finland in Singapore has occasionally limited the number of the pitching companies to companies who have paid the delegation payment, if that has been collected. Companies with higher need of visibility should be prioritised. Overall, the more the better ideology, has been applied to the number of pitches to enhance the country branding of Finland through the chosen successful and interesting companies, solutions and technologies.

Each participating enterprise, organisation or party will each have allocated time slot of 1-3 minutes to introduce themselves, their products or services and motives for joining the event to all the other participants. With less pitches, the pitches may be extended to be 5 minutes each if suitable for the event and the topic of the pitches. (Example of Team Finland Roadshow, chapter 7) All together the pitches should not take more than 50 per cent of the overall length of the event, as the emphasis is mainly on the discussions and networking sections of the events.

There should be a stage or reserved space allocated for the pitches, so that the audience is able to see and hear the pitches well. Audience or some of it, can be seated if desired, and the venue allows it, but it is not necessary. Seating might be necessary if the lengths or number of pitches are higher and require a longer time. If the pitches take more than 30 minutes in total, having the audience seated should especially be considered.

During the early stages of event planning, the companies and organisations pitching are given a short overview of the upcoming event, the programme, the objectives of the event and information on the targeted important attendees. Information given should include the length of the pitch and possibility to have visual presentation, or just the visibility of the company name during the pitching generally provided by the host. The pitching companies are sent the attendee list a week and a day before the event.

Preceding each pitch, the host will introduce the company or organisation name and the name of their representative who is pitching, to lead them to the stage or the reserved spot. Pitching is equal, and going overtime should not be allowed, instead everyone is clapped out of stage when the time is up. Visual material is not normally used, unless the event organiser has created some. With visual material, a big enough screen is needed. The venue size and composition of the space, and the number of attendees have an impact on the possible need for a microphone and sound production for the pitches. This needs to be checked and planned for accordingly ahead of time to avoid technical difficulties during the actual event.

Pitching in the event should aim to explain the companies' product or service, their role in the event and why they are attending the Team Finland visit, their product or service, interest towards funding, possibly their internationalization efforts in the region and an invitation to act. Companies might choose to have one or multiple people pitching. There is no given guide for the pitches by the organisers, so differences are inevitable. A guide or instructions could be sent by the organisers to give examples or tips on a good pitch, which would ensure more equal and similar structures to the pitches with information more likely given on relevant and interesting details of the companies.

5.6 Discussions

After pitching by the participating enterprises and organisations, the attendees will have the opportunity to network and discuss with each other. The pitches should have created interest towards the companies presenting and made these companies and their representatives approachable for the discussions and networking, which are the key sections in these events in creating value to the presenting companies and organizations.

The discussion session takes inspiration from speed dating situations, with participants moving from table to table freely. Timing and forced flow of these discussions was tried during some early events organised by the Embassy of Finland Singapore, but it was deemed not beneficial for the overall event. As not all attendees will want to speak with all the representing companies, it did not serve a purpose to make everyone visit every single company spot, which is why the speed dating ideal does not directly apply to the current use of the event concept. However, timed forced flow can be utilised in smaller scale events if the event flow needs to be more controlled due to for example strict time limits.

Enterprises and organisations have their own dedicated, reserved and numbered or labelled areas in the venue where they can be approached. The corresponding numbers should be clearly visible during and after the pitching, preferably on a big screen. This eliminates the need to figure out who is representing which company, as they are divided into their own spots. Based on the numbers it is easier

to remember who to meet and where they can be found within the event venue. It should be encouraged that the pitching companies and their representatives would be mostly stationary in their own allocated area for the given time for discussions. However, it is recognised that a company representative might want to join in a discussion with another company as well, which would make them to leave their own allocated area. For this reason, a time for more free networking should be allowed after initial discussions and it can be assumed that participants have had then had the opportunity to discuss with the companies at the allocated tables first.

In the events organised by the Embassy of Finland Singapore, during the last 12 months, the networking and discussion time has always been limited to 60-90 minutes and that has seemed to be enough independent of the length of the event. The reserved discussion time has been allowed to overrun if necessary. However, the welcoming remarks or pitching have been kept within their time limits to respect the attendees' schedules.

5.7 Follow up

After each event, a thank you email with information and contact details of each pitching company or organization has been sent to the participants. (Appendices 3 & 6) Giving out these details has aimed to encourage the attendees to follow up from the event with their established contacts. It has also enabled contacting people or companies that an attendee might not have been able to network with at the event.

After the events that have coincided with the delegation visits, the main organising party from Finland, normally Business Finland, has sent a questionnaire or a survey to the delegation participants to measure the success of the delegation visit. Based on the surveys, there has been positive feedback on the networking event that was organised for the delegation visits' benefit. From the surveys, it can be concluded that the events have been welcomed part of the delegation visits and the attendees have felt them to be beneficial for their internationaliza-

tion efforts in marketing, communications and networking aspects especially. Embassies or Team Finland may consider sending a specific questionnaire or survey to all the participants at the event, possible based on registration, if deemed necessary or beneficial for future events.

Event planning and management theory by Shone and Parry (2018, 199) suggests that the event organisers ask themselves after the event what the participants expectations were, and were they fulfilled. Checking expectations and satisfaction is best done by talking to people, compared to questionnaires and surveys. All of these have been applied to these events in varying degrees, but it might be beneficial to consider more meticulous and structured collection of feedback from the embassies' side to better understand and be aware of the level of success of the individual events. The general surveys sent to delegation attendees might not offer very precise and usable information on the specific events.

Conversations along the line have indicated that the events have been received well and have created fruitful opportunities for the participants. I personally spoke to few people who have attended multiple events following the concept ideology, and all of them had positive opinions and impressions on the events. According to Team Finland Singapore Business and Trade Advisor Riku Mäkelä, the events have always been very successful, and the feedback has been on average very positive. Some elements of the events have changed or evolved from the beginning based on immediate feedback. Mäkelä has always been present and very involved in the conversations and networking at the events, as well as being the host. This has enabled him to observe and collect immediate feedback and opinions, along with being aware of the overall atmosphere, and reactions of the attendees.

5.8 Benefits

The benefits for the Finnish embassies and Team Finland networks can be defined under three topics. First of all, the country brand of Finland is strongly highlighted in the events in multiple ways. The attendees have generally felt privileged

to be invited and able to attend these events, which has polished the image of Finland for them. The second benefit is the surplus value gained by the companies in way that optimises the delegation's and other organisers' use of resources and is suitable with their other operations. The third benefit is creating and increasing the embassy's and Team Finland's networks in different themes or topics, as well as strengthening the relationships with the already established connections. On top of these, the events generate interest towards Finland, Finnish companies and their products, innovations, solutions and technologies, which then further have a possible positive impact on Finland's international trade or on foreign direct investments to Finland, and even sometimes in tourism to Finland.

Embassies have unique knowledge and information of the countries and regions where they are based on. Most Finnish embassies emphasise international trade opportunities for Finland and Finnish companies and innovations. Companies are able to contact an embassy to inquire on getting information on their target market, which the embassies should be able to provide them with. Due extensive networks, connections and relationships the embassies have, relevant local stakeholders can be identified for the interested Finnish companies. However, not all Finnish companies are aware of these sources for their market analysis and information gathering for internationalization.

It has been suggested in internationalization theories that companies acquire personal knowledge of markets that they are interested in. Also, knowledge is needed of customers and competition, so that the internationalization strategy and planning can account for example the customers' needs and expectations, which will most likely be different from the domestic markets' characteristics. (Äijö, 2008, 105) Reliable, accurate and concrete information can be difficult to acquire, which is where Finnish companies can benefit from the embassies, Team Finland, Business Finland and other related organisations and their networks globally. By joining the visits and then also the events, this information will be readily available, and companies will be straight away introduced to stakeholders and connections that are relevant to their industry.

On top of just acquiring information, experts on internationalization suggest a visit or multiple visits to the target market to meet typical customers and end users before implementing any internationalization strategies. Figuring out who to meet and how to meet them, will require effort and work, especially if the market is completely unfamiliar and if the company is not known in the market. It is not unlikely that a company is not be able to find the right and relevant people or companies to meet. The level of interest in the company, or their product or service in the target market or its stakeholders, will be a determining factor in how successful a company will be in securing a visit. (Äijö 2008, 105) It is also possible that the customers or end users cannot be reached without already established connections in the market. Many business cultures around the world are strongly based on recommendations and references, and without any trusted and reliable intermediaries it might impossible to even secure a meeting.

By joining a delegation visit, there is a low threshold to visit a target market and get to know some the local actors in their field of business. Attending a networking event based on these delegation visits, a company can personally meet with possible partners, investors or other relevant stakeholders for them in a new international market. The events are also gathering multiple companies and their representatives into one space, which enables meeting more people at once with lower level of effort required. As the embassies and other organisers have identified these participants to the events, it can be assumed that they are likely to be interesting and important for the companies aiming to internationalize. The threshold of approaching these people is also lower in person in an event that is curated in a particular topic or theme, compared to for example to large trade fairs in more broad subjects.

The fact that these events are organised by the embassy, along with Team Finland and Business Finland, increases the credibility of the companies that are representing themselves. Introducing your company under the Finnish country brand and image, will likely create additional benefits in terms of reliability and importance in the eyes of the local attendees. Through the events, the organisers give a reference for the Finnish companies in the new market areas, which increases the confidence capital for the companies amongst the local attendees in the events (Chydenius 2001, 14)

Finland and its government supported or based organizations, provide a strong and trusted intermediary in many countries around the world, which is why the delegation visits and the events offer a unique reference for the companies in international markets. Especially start-ups and SMEs, who often take part in these events, may often need a strong country brand to back their ideas and products and services in unknown markets. An existing positive country image will be beneficial in these situations, compared to countries where even the country brand and image is not strong or is unfamiliar to the locals. (Chydenius 2001, 21) Delegation visits will signify that the companies joining the delegation were selected to represent Finland and Finnish know-how. Embassies hold a significant value to their operations, and for local attendees in the events, it can be assumed, and have been observed by the Embassy of Finland Singapore, that they will react positively and feel honoured to receive to an invitation from a Finnish embassy. These local attendees then are likely to perceive the events to hold positive value, which will reflect on their opinions on the Finnish companies represented.

6 KONE SMART BUILDINGS AND INFRASTRUCTURE 1.4.2019

6.1 Event overview

KONE Smart Buildings and Infrastructure reception held at the KONE Head Quarters for Asia-Pacific in Singapore on the 1st of April represents one of the concept-based event types under the event concept. This type of event has been the most common event organized within the style of the concept with identifiable sections. The event was organized following the event concept, and the event itself was used to define the event concept in this work.

Thematically the topic for smart buildings and infrastructure was initiated more than two years ago by the Team Finland Singapore in collaboration with Business Finland and Helsinki Business Hub. The companies and organizations involved from Finland to the delegation visit and also the event, were mostly identified by Helsinki Business Hub, who were the main organizing party at this instance. The Embassy of Finland Singapore identified the relevant and interesting attendees and actors from Singapore and some from the surrounding region as well.

The KONE co-hosted event was the kick-off for many of the participating Finnish enterprises and start-ups in approaching the Singapore market in their internationalization process. The reasons for the participating start-ups and companies to attend these events can be summarised to the desire to establish and strengthen networks, meet potential investors or venture capitalists, find collaboration or cooperation, or sell their company or innovation, or their products and services. The companies present in the event all represented solutions for the theme of smart buildings and infrastructure, excluding the organizing parties. The theme and topic of the event is a strength of Finland and of many Finnish growth companies and start-ups. Smart nations and smart cities have been one of the major current themes for Singapore government in recent years, so interest in viable solutions and products is on a high level.

A minority of the participating companies already had business operations in Singapore. These include KONE, who have their Asian headquarters in Singapore

and were able and willing to co-host the event on their new premises with organizing parties of Business Finland, Helsinki Business Hub and Team Finland. KONE as a company, also fit the theme of the event, thus being a natural partner in providing the venue. KONE has had a relationship with the Embassy of Finland in Singapore for years, and their new premises were available for the purpose of the event. The positive image of KONE in Singapore and the region was in aid of attracting possible attendees to the event. The topic also corresponded with the ongoing hospital infrastructure and technology conference and expo HI.TEC at the same time in Singapore, which meant that the topic was also current and under discussion for the local attendees, who might have taken part in the HI.TEC event as well.

6.2 Event concept in use

KONE reception followed one possible concept-based event style including pitching by each of the 18 participating different organizations, companies and start-ups under the theme of smart buildings and infrastructure, which coincides with Singapore government's area of interest in smart cities and nations, and solutions for that.

The event started with attendees arriving and taking their nametags, which served as registration to monitor the attendee numbers and signed participants. The official programme began 30 minutes after the opening of the event, by introduction from the local Team Finland advisor Riku Mäkelä and the KONE representative in charge of the event Tuukka Komssi. Ambassador of Finland in Singapore Paula Parviainen spoke few words as well to welcome the attendees. (Appendix 2)

The pitching order had been planned and was visible to the attendees throughout the event. (Appendix 7, picture 2) During the pitch, the company name and their given order number was visible. Each of the 18 pitches had an allocated time of two minutes, which after TF advisor Riku Mäkelä led them out of the spotlight to ensure equal opportunity for all of them. The pitching order had first the 13 involved companies, SMEs and start-ups in alphabetical order. The last five pitches

were by the organizers Innovation House Singapore, Nordic Innovation house Singapore, Business Finland, Helsinki Business Hub and KONE. (Appendix 3) Most pitches were delivered by one person, but a few had divided it between the company representatives present. The pitches were received well and some even had a humorous tone to them, which evoked positive reactions from the audience. The pitches mostly focused on either an innovation or a solution by a given company, or the companies themselves, depending on their goal for the event. (Appendix 7, picture 1)

Each company had their own given number for the event, which was the order for the pitches. The numbers also determined their numbered spot in the venue, where a representative was to be present to network after the pitching. Each company was provided a table space for presenting possible materials and information display. (Appendix 7, picture 3) Guests were able, and strongly encouraged to network at these locations with the attending companies based on their interests. The venue also enabled more free networking at the same time and later on.

6.3 Evaluation

Overall the event was successful. The number of attendees was as expected and aimed for, with some late registrations and walk-in guests. The attendees seemed to enjoy the event and networking could have gone on longer than the reserved time based on some people's interactions. The programme allowed for half an hour for arrival and registration of the attendees. After the introduction, approximately half an hour was allocated for the company pitches. The last 1,5 hours were reserved for discussions, networking, and food and drinks. Overall the whole event was scheduled for two and half hours. (programme in Appendix 2) The event timing on a Monday evening might have had its impact on some people wanting to leave early, especially because of the somewhat remote location of the venue and availability of transport to the area.

The reserved time for discussions, and food and drinks could have been longer, as some rare attendees were reluctant to end their conversations and indicated

that a longer time for discussions could have been needed for them. Food and drinks generally take time and people tend to shift their focus on them instead of the actual programme. General networking can be done while eating, but more in-depth conversations at the specified spots require more concentration if they are to be fruitful. The buffet style of serving of dinner had some issues in terms of space being limited for how the food was laid out. The food served would have needed tablespace for each attendee, which was not the case at the event and thus made the dining experience difficult for some.

7 TEAM FINLAND ROADSHOW 16.8.2019

7.1 Event overview

The event concept is in use for the annual Team Finland Roadshow for Finnish Ambassadors from South-East Asian, Indian and Australian embassies. This is the second concept type within the internationalization and networking event concept where the ideology is the same, but approach and parts of it are used differently to the previous example of the KONE Smart Buildings and Infrastructure reception.

Prior to the initiation of the roadshow, ASEAN Team Finland workshop was part of Suomi Areena in Pori in July 2016. First ASEAN and Australia roadshow took place in August 2017 in Helsinki, Tampere, Oulu and Rovaniemi by the embassies and Team Finland representatives. In 2018 India joined the ASEAN and Australia team in the roadshow that took place in August in Turku, Jyväskylä and Vaasa. The roadshow, full name Team Finland ASEAN + Australia + India Roadshow, for 2019 took place on the 16th of August in Espoo, at the Innovation House Finland Otaniemi premises. The roadshow is scheduled to correspond with that specific regions' ambassadors' week held in August, so they are mostly all available at the given time.

Aim of the roadshow is to provide city leaders an opportunity to tell the ambassadors, and Business Finland and Team Finland representatives, about their reforms, plans and possibilities for international cooperation. (Appendix 4) Participants, in different stages of their international growth and operations, ranging from start-ups to SMEs and large corporations, can get information about the regions and target countries represented by the ambassadors, BF and TF experts. Emphasis is mainly on start-ups and SMEs as they tend to be more in the beginning stages in their internationalization and their innovations and products are more likely to be unknown to the global markets. They can also hear about the export, import and collaboration opportunities from the regional actors. Other

key stakeholders than the Finnish embassies in the area, include Business Finland and Finnish Chambers of Commerce in the ASEAN, Australia and India (table 1).

TABLE 1. Key Stakeholders in Team Finland ASEAN + Australia + India Roadshow

Key stakeholders in ASEAN + Australia + India Roadshow:		
Finnish embassies in ASEAN:	Business Finland offices:	Finnish active Chambers of Commerce:
Indonesia - Jakarta	Indonesia - Jakarta	Malaysia - Kuala Lumpur
Malaysia - KL (+Philippines)	Malaysia - Kuala Lumpur	Singapore
Myanmar - Yangon	Myanmar - Yangon	Thailand - Bangkok
Singapore	Vietnam - Ho Chi Minh City	Nordic in Manila
Thailand - Bangkok (+Cambodia)	India - New Delhi	
Vietnam - Hanoi (+Laos)	Australia - Canberra	
plus		
India - New Delhi		
Australia – Canberra		

The underlying goal is to bridge the gap between the internationalization services together with the Finnish companies who need them in their internationalization processes. The emphasis is on the approachability, and willingness to help from the embassies, Business Finland and Team Finland sides to companies, to benefit Finland's international trade and foreign direct investments to Finland. The events also have few companies presenting on their internationalization stories and successes, which serve as examples for internationalization, preferably in ASEAN, Australia or India.

Roadshows are a great first contact point for the companies in the audience with the embassies, Business Finland offices and Finnish Chambers of Commerce. By establishing connections to the region and target countries, it is easier to reach out again or continue the conversation started at the roadshow. The initiated conversations at a roadshow event will make the conversation more personal compared to email or phone conversations, which might highlight the importance and increase the speed of action on both sides.

Roadshows have typically also received local media coverage and visibility, which in turn makes the public more aware of South East Asia, India and Australia, and of Finland's representation in those regions. The nature of the Roadshow events has allowed the audiences to be diverse, so that not only company representatives will be present but also key stakeholders, experts or advisors might get involved.

The event has generally followed a programme of coffee and networking in the beginning, a presentation by Business Finland APAC India about the region overall, pitches by the ambassadors on themes or possibilities in their countries, talks by local companies of their experiences from the region and speed dating inspired discussion time with each country having their own table, which the companies have booked the times for in advance or during the event. (Example in Appendix 5)

7.2 Event concept in use

The roadshow follows the event concept parts mostly with differences in the approach. The different elements are pitching and discussions, where instead of the companies and organizations pitching and representing themselves, it is the ambassadors and other regional experts or advisors. Each ambassador is pitching the country or countries they are based and work in. Pitches can also include the local or regional Business Finland or Chamber of Commerce representatives if they are present in the events. Pitches serve both as a country introduction, but also as more detailed knowledge and information on current trends, future plans, entry options and tips for internationalization in the given country.

The audience and attendees mostly consist of local and international start-ups, SMEs, companies, organizations and individuals who are interested in the presented region or countries for internationalization related actions. The attendees are identified through the organizing parties from the Finnish ministries (mostly MFA), Business Finland, Team Finland network and the hosting venue organizations where applied.

Welcoming remarks at the Roadshow 2019 were given by the organizers from Espoo Innovation Garden Glenn Gassen, Innovation House Viivi Avellan and one of main organizers Team Finland Singapore Business and Trade Advisor Riku Mäkelä. Following the welcome remarks Juha Miikkulainen, Head of region India APAC from Business and Team Finland, gave an overall introduction to the area and to its opportunities, challenges and future plans.

Pitches should give the audience relevant and important information on a specific country, so they can explore the opportunity for internationalization in the given market. The attendees are often somehow familiar with the countries, but more personal and local knowledge gives them valuable information that might not otherwise be available to the public. In the 2019 Roadshow, during the introduction, the audience was asked whether they have already done business in Asia or were planning to do so. Approximately 70% of the audience raised their hand to answer either of the two questions. Some of the attendees came without registration due to the location, the venue and marketing in the near area, which might explain why not all were specifically interested or involved in the topic area and region.

Ambassadors themselves, are very familiar with their represented country and have a unique understanding of the market and its features. Embassies also have inside knowledge available through both Finnish and local government and ministries, which are typically not published. The viewpoint of ambassadors and embassies in given market is different to a company in the market, and the pitches and discussions give an opportunity to explore on this.

The pitches took place on an elevated stage and a big screen was utilized for information on each country that was a topic of a pitch. A country each was allocated five minutes, which might not be needed for the smaller and less in focus countries like Brunei and Laos. This means that some ambassadors in charge of multiple countries, might pitch for a longer total time.

After the pitches, attendees were encouraged to go and meet the ambassadors and embassy representatives in a country or countries at the high tables. (Ap-

pendix 7, pictures 4 & 5) Instead of giving numbers for each country, as is customary to the event concept, the country name was on display on top of the table. This was chosen as the method because of the relatively small number of the spots and representatives present, compared to the events with tens of companies or organizations present. Contrary to the event concept, food and drinks, in this case coffee, were no longer served at this point as they were available before the event programme commenced.

The venue choice for the year 2019 TF Roadshow came through the collaboration of the Embassy of Finland Singapore and Innovation House both in Finland and in Singapore. Due to the timing of the Ambassadors' Week in Finland this year, the event was held in one location for duration of 2,5 hours instead of previous years having multiple locations and event in each of the location following the event concept. (Appendix 5)

7.3 Evaluation

The venue was rather small and could comfortably seat approximately 80 guests. An elevated stage was used for the pitches, which worked well so that the attendees standing in the back were also able to easily follow the presentations. The seats had to be removed for the networking and discussions section of the programme, which proved difficult with the guests present and sometimes leaving their belongings on their seats. The venue could have been bigger as there were a number of walk-in guests.

The ambassadors all had had a day full of activities and obligations before the event, so they all arrived at the same time. Therefore, the programme was able to begin as soon as they arrived, yet it ran few minutes late of the schedule. The length of the welcome remarks and pitches was suitable for the event. Additionally, the fact that the audience was partly seated made it more comfortable for the attendees as the presentations took more than 90 minutes. This again is contrary to the event use in other settings, where the emphasis and most of the programme is allocated for the discussion and network sections.

The overall timing for the event worked well, as the discussions and networking naturally started to slow down well before the closing time. Some attendees left early, as many of them likely had specific agendas to attending and only met with certain country representatives and not all of them.

8 CONCLUSIONS

The purpose of the thesis was to develop and define an event concept for Team Finland's use in their services for internationalization for Finnish companies. In conclusion, the event concept and its parts can now be used separately without additional information in planning and organising a business networking event. Planning, pitching and discussions were identified as the most important elements of the event concept, and as a result of this work are now fully defined and developed. These are the most necessary elements in utilising the event concept and are now in a format that can be easily applied to many events. Therefore, the thesis now enables the use of the event concept for planning future events by Team Finland Singapore, and additionally the event concept can also be introduced and distributed to their close connections and partners.

The event concept has already been successfully used for the past three years at the Embassy of Finland in Singapore. However, now that one of the co-creators, the former Ambassador of Finland to Singapore Paula Parviainen, no longer works at the Embassy, it was evident that the event concept should be available in written and visual format. The event concept defined in this work is especially critical in ensuring the use of the event concept in the future and by different actors than the creators.

Finnish companies' internationalization has been steadily increasing for few decades now, with now more companies being born global and aiming for global markets straight from the beginning. The number of start-ups and SMEs has grown, with more resources put into innovating and research and development. Going global in business operations is crucial in many industries for growth seeking companies, as Finland's domestic markets often limit the growth from quite early on.

The organisers of these events have been conscious and known the problems Finnish companies have faced in their internationalization processes recently. The event concept is a service tool that the organisers can use to efficiently serve their customers, Finnish companies, in aiding them at marketing, communications and most importantly in business networking needed for internationalization.

The events enable Finnish companies to acquire current knowledge on their customers and competition, but also to network with the pre-selected relevant people in their industry. In order to overcome their issues for internationalization and to compete in the global business domain, SMEs' with their limited resources and lack of knowledge, should utilize business networks to the fullest potential. Globally growing companies can enhance the possibility of success in their internationalization process by investing their resources in business networking.

The Embassy of Finland Singapore has found that events organised with the event concept are the most efficient and practical way to utilise the resources available. By organising the events all in the same format creates routines and familiarity for the organisers, it lessens the workload for each of the events. Now that the event concept is defined and developed here, the organising can be easily delegated, or the responsibilities divided between the organisers. The main benefit of this work is for the Embassy of Finland in Singapore, as they are now able to refer to the event concept in their event planning and organising processes both internally and externally. The event concept can also be given to other Team Finland network members globally, as well as to Business Finland etc. The Embassy of Finland in Singapore has indicated their future use of parts of this work along with their other materials to explain their operations or services.

The Embassy has been aware of the success of the events based on their own observations but also based on conversations with the attendees, some of them being frequent attendees in multiple events. However, there could be more in-depth discussions with the people or companies on how beneficial the events have been for them in reality. For example, the number of connections made during an event, the number of follow ups on them and sales leads or cooperation created based on the initial contact at the events. It might be valuable to investigate these more concrete outcomes to measure the success of the events. Based on these details and results, the elements in the event concept may be changed or updated in a way that would improve the concept further.

As conclusion of this work, and based the identified elements of the event concept, it would be possible, and likely beneficial to conduct a survey or questionnaire for the Embassy's use. The survey could be made general enough, so it

could be used for all events following the event concept and could be then sent to all attendees according to the registration for the events. Using a questionnaire, the organisers would be able to better document and measure the level of success of the whole event or its individual elements. There exist several surveys made by the organising parties in Finland in regards of the delegation and business visits, which is why a survey by the Embassy has not been conducted due to number of surveys already sent by them or partners to their customers. However, these surveys are not useful in measuring the successfulness of the exact events and thus cannot usually provide enough information to be useful for the event concept itself. Therefore, the option of creating a survey for the event concept use is still open.

The event concept could be improved in minor ways. The whole process can be further defined, as the concept elements are still very much based on interpretation and need to be altered for each individual situation. More visual representation on the different elements or parts of the event concept could be created to further simplify the use of it. There exists a concrete need for following up on with the companies that were represented in the event, especially if they begin or continue working on their internationalization to the targeted market. The market area is often by default same as the location of these events, and thus these companies may need to use other embassy services during their internationalization process. They should also be involved in other related events in the topic or within their industry and should especially be noted in the embassy's databases or networks.

8.1 Frame of reference

The event concept's objectives are to provide service and aid for Finnish companies in their internationalization process. The theoretical background for internationalization, and especially from Finnish companies' perspective was the main topic for this work. Internationalization process requires a lot of resources and investments from a company. The frame of reference was chosen to explain of why the concept was created, what is the purpose behind its use and how it benefits the attendees in these chosen topics. The definitions for internationalization,

marketing and communications for internationalization, and business networking were used to discuss the overview and benefits of the concept, but also as reasons for the organising of pitching and discussions as is. The overlying goal for these events is to provide services for Finnish companies in all of these topics through the delegation and business visits using the events as part of them. These aspects of internationalization have also been identified to be the matters where Finnish companies struggle the most in their internationalization processes.

Event concepts, as well as event planning and management, were used to define the event concept planning and individual elements. Furthermore, event management theories were used in evaluating the different event elements and their importance and especially organising within the overall concept.

The event concept was defined mostly based on the participation in the two events and through discussions with the thesis employer, but the frame of reference for event planning, organising the elements and benefits were based on event planning and management theories that were researched and studied for the thesis. The chosen theoretical background was based on the most common and utilised theories that could be applied to this particular event concept. Due to the particular nature of the concept, the theories and their elements, that could be applied here were rather limited in the end. Regardless, the work in this thesis is still valid and reliable as it bases the information on actual events, and from the organiser and creator of past events following the format within the concept.

8.2 Thesis and process analysis

The thesis process began with participation to the KONE reception in April 2019, which after the thesis idea and topic were created. The frame of reference for the thesis seemed clear in the beginning with only internationalization, marketing and communications in internationalization and business networking being their own individual sections. Half way through, it became obvious that these need to be more interconnected than thought in the beginning. At this point, theories around event concepts were added to the frame of reference, as the event concept

needed further defining and developing, and there was a need for knowledge on theories around it for proper understanding and especially evaluating the elements in the concept.

Getting acquainted with the theories for internationalization, internationalization marketing and communications, as well as the event concept creation as a completely new theoretical topic were the most time-consuming stages of the thesis process. The scheduling of the thesis was too ambitious in the initial plan, and due to longer time needed for research and acquiring knowledge in new subjects, the whole process took longer than expected and planned. The renewal of the schedule was accepted by the thesis employer as they emphasised the quality of the work instead of the timing of its delivery. Also, the employer's own schedules created some delay in the thesis process as information was not available when needed at certain times. Also the time difference to Singapore delayed the discussions occasionally.

Participation and work by the author at the Team Finland Roadshow in August 2019, together with the earlier KONE Smart Buildings and Infrastructure event were the most important parts of the process, as the bulk of the work was based on the experiences and observations from these two events. The event concept was only familiar to the author through these events, which meant that relatively large amount of the required knowledge for writing, developing and defining of the concept came from the concept creator Riku Mäkelä.

The objectives and purpose of the thesis were reached, as the event concept now has identified sections for planning, individual important elements and the event outline defined and discussed. As a result, the material is now in written and partially visual format. The thesis achieved the expected outcome, as now the individual parts are fully defined and explained in a manner that can be understood with no prior knowledge of the events. Most notably, planning, event flow, pitching and discussions in the event concept, as individual parts of the thesis are now defined to the full potential, which was the most important outcome and result of the work for the thesis employer. Subsequently, the event concept can now be easily introduced given out to the other organisers or partners with minimal separate explanations needed. The Embassy of Finland in Singapore

has found the event concept to be beneficial for their operations even before the work in this thesis, which now could be assumed to be more beneficial. The work in the thesis was done in close collaboration with the thesis employer, and they have already expressed their satisfaction with the outcomes and indicated the use of the event concept in the future. Based on the need for this thesis and received feedback during the process, it is evident that the event concept or at least some of it will be used in the future at the Embassy and with its partners, and possibly distributed to other organisations.

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APPENDICES

Appendix 1. List of Actions for Event Planning

Task	What	Who	Due date	Done
Planning				
1	Start of planning			
2	Objectives setting			
3	Guest invitations			
4	Reminders			
5	Registration			
6	Pitching plans			
At the event				
Follow –up actions				
Final summary				

Appendix 2. KONE event 1.4.2019 programme

Program:

18:30 Registration, drinks and networking

19:00

- Welcome remarks by HE Paula Parviainen, Ambassador of Finland
- Welcome by Tuukka Komssi, Area Director, KONE
- Short introductions to Finnish innovations and organizations connecting them to Singapore (see the list below)

19:30 Food, drinks and networking

21:00 Closing

Appendix 3. KONE event 1.4.2019 follow-up email to participants

1 (2)

Thank you for your interest towards Finnish solutions for smart buildings and infrastructure!

Evening at KONE premises on April 1st 2019 brought together 90 friends of innovation. Here are contacts to reach the companies that we part of the showcase in case you are interested in connecting with any of them:

- 9 **Caidio** - A startup which harnesses Artificial Intelligence technologies to maximise overall quality and productivity of global concrete construction. <https://www.caidio.io/>
- 10 **Cozify** - A startup that connects smart devices in buildings from different manufacturers into one seamlessly working entity. <https://en.cozify.fi/>
- 11 **HUR Solutions** - A developer of intelligent computerized physical training equipment and evidence-based exercise concepts for senior rehabilitation and wellness. <https://www.hursolutions.com/>
- 12 **KONE** - A global leader in elevator and escalator industry. <https://www.kone.sg/>
- 13 **Mapita** – Maptionnaire is a map based survey tool for planners offering a simple, effective and cost-efficient way of involving the public in planning processes and research. <https://maptionnaire.com/>
- 14 **Parking Energy** - Future-proof and fully scalable electric car charging system for real estate. <http://www.parkingenergy.com/>
- 15 **Platform of Trust** - A startup providing data exchange platform to connect applications and systems during planning, construction and operation of buildings. <https://www.platformoftrust.net/>
- 16 **PlugIT** – Solutions for charging of electric vehicles <https://www.plugit.fi/en-gb>

2 (2)

- 17 **Smartwatcher** - A startup offering real time indoor air quality (temp, humidity, CO₂, TVOC, PM₁₀, PM_{4.0}, PM_{2.5}, PM_{1.0}) monitoring with small devices connected to a cloud service. <http://www.smartwatcher.fi/>
- 18 **Steerpath** - Indoor navigation, tracking and analytics solutions for venues of any size (already in use at Changi airport). - <https://steerpath.com/>
- 19 **Tieto Corporation** - Empathic Building concept by leading Nordic software and service company is a human-centric digital service to improve employee well-being and individual performance. <https://campaigns.tieto.com/empathicbuilding>
- 20 **Tridify** - A virtualization cloud service that converts 3D BIM and computer-aided designs to Unity gaming platforms. <https://www.tridify.com/>
- 21 **Wall Robotics** - A startup offering cleaning robot to clean windows and exterior surfaces safely and cost effectively. <https://www.wallrobotic.com/>
- 22 **Business Finland** - Innovation funding, trade, investment, international growth and travel promotion organization owned by government. <https://www.businessfinland.fi/en/>
- 23 **Helsinki Business Hub** - The trade and investment development agency of the Finnish capital region. <https://www.helsinkibusinesshub.fi/>
- 24 **KIRAHub** – Finnish ecosystem for digitalization of built environment
- 25 **Innovation House Singapore** – Innovation House Finland’s co-working space in Singapore <https://innovationhousefinland.fi/ihf-singapore/>
- 26 **Nordic Innovation House Singapore** - A joint Nordic operation connects Nordic startups and growth companies to Southeast Asia <https://www.nordicinnovationhouse.com/singapore>

Appendix 4. Concept paper for Team Finland Roadshow in Finland

1 (4)

CONCEPT PAPER – HOW TO ORGANIZE a Team Finland Roadshow in Finland by the Ambassadors and other Team Finland representatives from South East Asia, Australia and India

What?		
Regional groupings of Finnish ambassadors and Team Finland (TF) representatives do roadshows to 2-4 cities before and/or after the yearly Ambassadors' meeting and Team Finland Day held in Helsinki in August.		
Prior to roadshows, ASEAN Team Finland workshop was organized in Pori at the time of Suomi Areena in July in 2016.	2017: The first ASEAN+Australia roadshow took place in August 2017 to Helsinki, Tampere, Oulu and Rovaniemi by Embassies and other Team Finland team members.	2018: ASEAN+Australia+India roadshow in August 2018 targeted Turku, Jyväskylä and Vaasa.
Key stakeholders in ASEAN+Australia+India		
Finnish embassies in ASEAN:	Business Finland offices:	Finnish active chambers:
Indonesia - Jakarta Malaysia - KL (+Philippines) Myanmar - Yangon Singapore Thailand - Bangkok (+Kambodza) Vietnam - Hanoi (+Laos) plus India - New Delhi Australia – Canberra	Indonesia - Jakarta Malaysia - Kuala Lumpur Myanmar - Yangon Vietnam - Ho Chi Minh City plus India - New Delhi Australia - Canberra	Malaysia - Kuala Lumpur Singapore Thailand - Bangkok and Nordic one in Manila

Why?	
For the host city:	For the ambassadors and TF representatives:
<ol style="list-style-type: none"> 1. City leadership have an opportunity to tell first hand to ambassadors about the reforms, plans and possibilities for international cooperation. They like to be seen and heard! 2. Companies, in different stages in their international growth and ranging from startups to SMEs and large corporations, can get firsthand information about possible region and target countries for export and collaboration. The discussions at roadshow event lowers the threshold of taking the next steps in using the help of Embassies, Business Finland offices and Finnish chambers to utilize their networks and other services. 3. In addition to city leadership and companies, the general public can learn about South East Asia (+India and Australia) through the media visibility created by joint article by the ambassadors published in advance of the trip in local media and by interviews done during the roadshow. 4. Everyone participating in the event can learn about international business opportunities from other companies who tell about their experiences in the target region and target countries. 	<ol style="list-style-type: none"> 1. Team Finland representatives coming for the roadshow from ASEAN+Australia+India and the ones joining from Finland can see what goes on outside of Helsinki. They all get direct access to information and networks outside of the big meetings and events that take place regularly in Helsinki. By learning and networking in other other cities than Helsinki, it is easier to represent the whole of Finland. This also helps in communications by providing ideas and content for speeches and social media postings. 2. Visits to companies and universities give firsthand information about Finnish companies, education system and research. 3. All participants expand their networks to Finnish players around Finland. 4. During the time spent together with other colleagues from ASEAN+Australia+India a lot of best practices and other information is exchanged.
<p>The purpose of a roadshow focuses on the topics covered by Team Finland's collaborative mission. That said, it is not limited to it as different stakeholders have somewhat different scope of responsibilities and all these are interconnected. Embassies serve and represent the whole of Finnish government as well as the whole of Finnish society, including business, investments, education, research, innovation, travel, culture and immigration in their respective countries. Business Finland and chambers of commerce have narrower areas of responsibilities. Representing Finland in different public events, media and meetings is every day work for ambassadors and other Team Finland representatives.</p>	

How to organize a Road Show?	
Coordination	Communications
<p>Main Coordinator:</p> <ul style="list-style-type: none"> • Agree on the main coordinator and support team in Team Finland ASEAN+Australia+India + Helsinki team. • Manage the Roadshow Plan document that he/she shares with all stakeholders whenever its update is significant. The Roadshow Plan includes all information needed for planning and. • Organize few remote planning meetings with all relevant stakeholders and as many city specific planning meetings as needed. • Collect recommendations for logistics and hotels from local representatives of the target cities 	<p>Make a communication plan:</p> <ul style="list-style-type: none"> • Market in channels managed by UM and BF (Kauppapolitiikka, newsletters, event listings, some), local chambers (newsletters and direct), and channels of ELY Centre and local BF office. • Media visibility: Prepare an article about ASEAN+Australia+India to a local newspaper to raise awareness. Get local help from the City or ELY center to get the article published a few days ahead of the event. Give interviews at the event to media representatives. • Invitations to the companies should start with save the date information before summer holidays and actual invitation process should start 3-4 weeks before event. • Afterwards, local coordinator sends a thank you email with materials to all participants.
<p>Decide the cities to visit, also in coordination with regional departments in MFA so that there is no overlapping with Africa, Middle East, Latin American or other ambassadors as well as with Business Finland headquarters and Finnish Chamber of Commerce.</p>	<p>Plan the program for each city together with the local coordinator. Elements for the programme are:</p> <ol style="list-style-type: none"> 1. Company and educational institution visits 2. Briefing and lunch hosted by the city mayor and city officials, and local chambers giving briefs at the city hall 3. Team Finland Road show event at the ELY Centre or similar venue. The event program in the past has included: <ol style="list-style-type: none"> a. coffee and networking b. a presentation by Business Finland APAC India about the region in general (5-10 mins) c. pitches by ambassadors, 3 -5min each (on certain themes or possibilities in each country) d. experiences of the region by local companies in a panel format or with presentations
<p>Contact the locals and agree on the local main coordinating organization and person (regional TF coordinator in ELY centre, ELY-centre, local Business Finland team, mayor's office, international relations team of the city, local chamber of commerce). The logical choice for the position of the local coordination is the Team Finland coordinator, or the stakeholder he/she finds for the task.</p>	
<p>Share the responsibilities in organizing the local main events, site visits and meetings.</p>	

<p>Time for the roadshow so that it connects well with other program for Team Finland network. Usually the best time is just before and/or after the Ambassadors' yearly meeting</p>	<p style="text-align: right;">4 (4)</p> <p>e. speed dating with each country having an own desk, companies to book times with ambassadors and TF representatives in advance or during the the event</p>
<p>TF participants pay for the trip from their operational budgets and make their own travel arrangements.</p>	<p>Add all relevant data to CRM afterwards. Follow up the contacts and what was agreed with them.</p>

Appendix 5. Team Finland Roadshow 16.8.2019 invitation email and programme

1 (2)

Thank you for registering to the Growth markets: ASEAN, India and Australia event on 16 August at 14.00-16:30 at Innovation House Finland (Tekniikantie 2).

Please find below the programme. Looking forward to seeing you on Friday!

Growth markets: ASEAN, India and Australia**Find out the potential for growth in Southeast Asia, India and Australia.****Meet area's Team Finland representatives and get inspiration from the success stories of companies who operate in the area.****TO WHO:** startups and SME's that target at international growth**TIME:** Friday, 16th of August 2019, 14.00-16.30**PLACE:** Innovation House Finland, Tekniikantie 2, Espoo

The event will be held in English

Are you interested in internationalization to the markets of Southeast Asia, India or Australia? Welcome to network and present your business to Finnish ambassadors and the representatives of Team Finland network.

The Finnish ambassadors and other representatives of the [Team Finland](#) network ([Ministry of Foreign Affairs of Finland](#), [Business Finland](#), [Finnvera](#)) are visiting Finland and will tell you about business opportunities in Southeast Asia markets (Australia, Philippines, India, Indonesia, Malaysia, Myanmar, Singapore, Thailand and Vietnam).

After, you will get the chance to meet the representatives of each country in their exhibition stands. You will also hear the export experiences and success stories from Finnish companies.

The experts of Team Finland are particularly interested in smartcity-thinking, smart building, HealthTech ja smart transportation. Prepare to present your business model from a perspective that interests the ambassadors and other representatives of Team Finland. Bring your business cards and open mind!

The event will be held within the unique Finnish co-working space concept Innovation House in Otaniemi. [Innovation House Finland has recently also opened in Singapore's startup hub Block71](#). The co-working space offers Finnish startups a platform to grow in Asian markets and opens the door for Asian companies coming to Finland.

2 (2)

Deals and business opportunities collected by Team Finland from target countries: marketopportunities.fi

Programme:

13.45 **Registration**

14.00 **Welcome to Espoo Innovation Garden**

Glenn Gassen, Director, Innovation, Growth & Invest in, Espoo Marketing

14.15 **ASEAN, Australia, India and Sri Lanka Overview (10 min)**

Juha Miikkulainen, Head of Region India APAC, Business Finland

Ambassadors' and Team Finland's greetings (5 min. per country):

- Australia Lars Backström, Ambassador & Hartti Suomela, Senior Advisor, Business Finland
- India & Sri Lanka Mikko Pötsönen, Trade Counsellor & Jukka Holappa, Country Head, Business Finland
- Indonesia Jari Sinkari, Ambassador & Jyrki Härkki, Commercial Counsellor, Business Finland
- Myanmar Riikka Laatu, Ambassador & Kai Tuorila, Trade Representative, Business Finland
- Malaysia & The Philippines Petri Puhakka, Ambassador & Mohamed Farid, Senior Advisor, Business Finland
- Singapore Antti Vänskä, Ambassador & Anna Korpi, Science Counsellor & Riku Mäkelä, Trade Counsellor
- Thailand Satu Suikkari-Kleven, Ambassador & Kai Tuorila, Trade Representative, Business Finland
- Vietnam Kari Kahiluoto, Ambassador & Eija Tynkkynen, Business Finland

15.15 **Startup Success Stories in Southeast Asian countries**

- Peppi Stünkel, Head of International Sales and Marketing, Innovation House Finland
- Aape Pohjanvirta, Chief Evangelist and Founder, Funzillife
- Raine Kajastila, CEO, Valo Motion

15.40 **Meet and Greet Team Finland representatives in Southeast Asia - mini fair**

16.30 **End of the program**

Appendix 6. Team Finland Roadshow 16.8.2019 thank you email

1 (2)

Hello,

Thank you for participating in the Growth markets: ASEAN, India and Australia event on Friday! We hope you got good insights to the markets and had a chance to find the right contacts.

Materials from the event:

- ASEAN India Australia overview presentation, including also contact details of ambassadors and other Team Finland representatives: <https://ti-nyurl.com/Espoo16082019>
- Espoo Innovation Garden (please see attached herewith)
- Contacts at Innovation House Finland:
 - Otaniemi, Espoo:
 - Singapore:

To be in our radar for similar events and startup scouting also in the future, we warmly recommend you to sign up to our Launchpad platform that connects you with relevant opportunities, investors and partners.

Please find a brief intro to the service:

Welcome to join the [Launchpad platform!](#)

Find interesting startups, be introduced to the right partners and get real deals done. The Launchpad platform connects you with corporates, investors and hubs.

We have arranged startup scouting in Espoo and Paris for companies like Daimler and Kone. Also, Espoo Marketing arranges a yearly event, Knights of #slush, just on the eve Slush conference in Finland to match some of the world's top investors to promising hand-picked startups from Espoo and other ecosystems. In 2018, the event brought together 65 startups and 118 investors (among them Decacorn Capital, JBIC, the Family etc), representing investment capital of 600 billion USD. By joining the platform you are on our radar for these activities in the future!

Utilise our global network of key players, the expertise of leading ecosystems, and tailored lead generation – supercharged by first-rate data technology. The service is free of charge.

2 (2)

Check it out and sign up [here](#).

For additional information, contact us at

With warm regards,

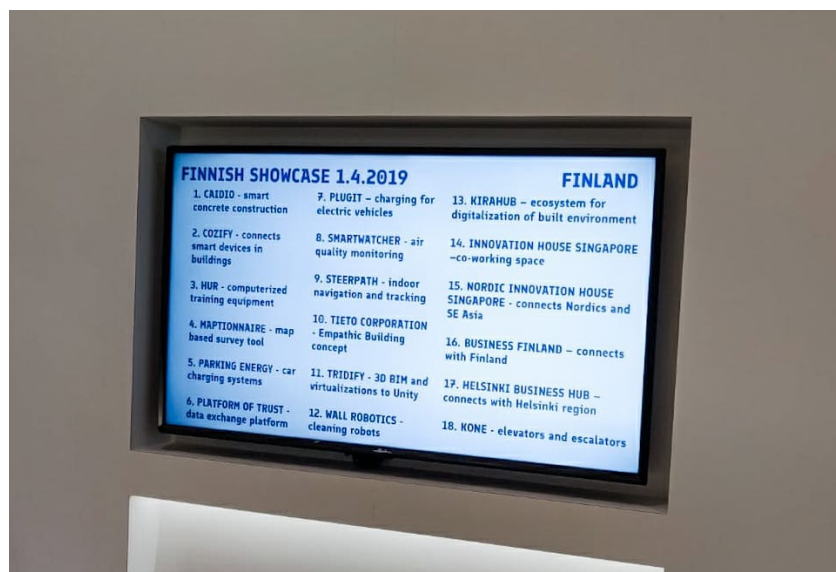
Espoo Marketing's Innovation team

Appendix 7. Pictures from KONE event 1.4.2019 and from Team Finland Road-show 16.8.2019

1 (3)



PICTURE 1. Audience for pitching at KONE 1.4.2019.



PICTURE 2. Screen showing the order for pitches and numbers for each company for the discussion section of the event at KONE 1.4.2019

2 (3)



PICTURE 3. Numbered spots for discussions with the pitching companies at KONE 1.4.2019



PICTURE 4. Discussions and networking at the Team Finland Roadshow 16.8.2019



PICTURE 5. Networking around country specific high tables reserved for the discussions