



SAVONIA

THESIS - BACHELOR'S DEGREE PROGRAMME
SOCIAL SCIENCES, BUSINESS AND ADMINISTRATION

ORGANIZING SUPPLIER DAYS FOR A TECHNOLOGY COMPANY

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Field of Study Social Sciences, Business and Administration			
Degree Programme Degree Programme in International Business			
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Title of Thesis Organizing Supplier Days for a Technology Company			
Date	7 th November 2019	Pages/Appendices	48/10
Supervisor Pauli Verhelä			
Client Organisation /Partners Normet Oy			
<p>Abstract</p> <p>Normet Group Oy works in the technology industry, providing equipment, services and construction technologies for mining and tunneling businesses. Its business is largely affected by its supplier network in the form of material availability and costs. Therefore, Normet Supplier Days was organized to invite key suppliers to learn about the company and the benefits of working together and to strengthen the cooperation. The event concerned two subsidiaries of Normet Group: Normet Oy and Normet International.</p> <p>Plenty of preparations were required to build a versatile and smooth event. The tasks were divided in the project team; while the project manager was responsible of the content for the days, the organizers handled all the practical arrangements such as venues, meals, transportations and materials. Safety issues were considered throughout the event.</p> <p>Normet Supplier Days was organized on 5th – 6th September 2019. Feedback was gathered from guests and Normet personnel who participated in the event. It showed that the event was a success; the agenda was comprehensive, the topics relevant and everything went smoothly. The main development areas appeared in the group division for workshops and in the dissemination of information early enough.</p>			
Keywords Event management, event production, project management, supplier management			

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1 INTRODUCTION

What comes to material availability in a technology firm, supplier network has a big role in it. As the firm has many suppliers, also the suppliers have their supplier network and customers who to supply. The suppliers serve their customers based on the resources they have and the attractiveness of the customer accounts. Therefore, the nature and ease of cooperation can influence how companies select their key customers and prioritize the use of their resources.

Producing an event is a practical way of doing a thesis. Therefore, we were glad that an opportunity for organizing supplier days opened in our internship place. The aim of this report is to introduce the event process from scratch to final evaluation augmented by the theory of project management, event management and production. This report will serve as a guide for future supplier days at Normet.

Objectives for the thesis are to organize a versatile, smooth corporate event, gather valuable feedback and record the process professionally. Client organization's objectives include strengthening cooperation and building knowledge with existing suppliers. The event needs to be organized by responsible people who already know the company but whose normal duties will not suffer. This work can also promote Normet for students in Savonia to apply for an internship or to ask for a thesis topic.

Personal objectives for us are to meet business representatives, establish connections and build networks. It is a good learning opportunity for business culture and behaviour in business events. In addition, it is possible to learn about event production with customer oriented and client organization oriented approach as well as to improve organizational skills.

This report is built starting with theoretical framework and continuing with introducing the client organization, the project and the project organization. The report has been divided into whom to organize, what to organize and how to organize sections. Risk management has its own chapter due to its importance. Finally, discussion section contains our own opinions of the event, the process, and development areas, and summary section wraps up the whole report.

Normet Supplier Days 2019 event concerns two subsidiaries of Normet Group: Normet Oy and Normet International.

2 THEORITICAL FRAMEWORK

2.1 Project management

Event production is comparable to project management; the project structure is about the same, only the application stage can differ. Both projects and event productions are limited according to the budget and resources. Objectives need to be clear and measurable, and the schedules and progress follow up must be planned beforehand. (Shone and Parry 2004, 165.)

Initiation

Every project starts by recognizing the issue and analyzing the situation inside an organization; when and how the issue should be fixed and how significantly it affects the business. The organization has to decide the direction; what is the best way to solve the issue, how important it is to solve it and who are the people who can get the best results. Typically, when all preparations have been done and the project plan is complete, the execution can start. (Karlsson and Marttala 2001, 17-18.)

The initiation phase includes a feasibility study to gather knowledge about the topic. The need for the project can be recognized, and the objectives identified. Especially in for-profit events, the initiation phase has to be done precisely to understand the possible demand. (Bowdin, Allen, O'Toole, Harris and McDonell 2011, 262.)

Planning

To ensure the success of any project, precise groundwork is necessary. Project plan has to identify every task according to the objectives of the project and all actions should be integrated to the development of the program. Project plan cannot identify every step of the project, and different aspects will appear during the project and those should to be reacted. Thus, identifying the risks and challenges enables to be more proactive and allows to deviate from the path in a reasonable manner. (Uher and Zantis 2011, 17-19.)

The project plan is a strategy that will recognize the resources and objectives and explain how all of them should work together. Task integration is the major task of project management since somehow all actions need to serve the same result. Therefore, the project plan is focusing on the starting point and instructing how the desired goal should be achieved. (Bowdin et al. 2011, 262-263.)

To accomplish the project plan, there has to be a strategy of how and when the tasks related to the project will be performed. The best way to accomplish this is by using charts and lists that help to divide the tasks into groups and follow up the process. (van der Wagen and White 2011, 218.)

Gantt Chart

Charles Gantt created the schedule chart in 1917 to define the steps in the early stages of projects. Each task has to be identified and set on the horizontal line that is followed by the taskbar which shows the duration of each task. Chart also shows a planned duration and an actual duration which helps to recognize if some tasks required more time than expected. Gantt Chart can be modified according to the complexity of the project. In a more complicated chart, it is possible to create a process map that visualizes the relationship between the tasks; one task cannot start before the other one ends. Also, milestones can be added to the chart to follow up the process. (van der Wagen and White 2011, 211-212.)

Project Planner

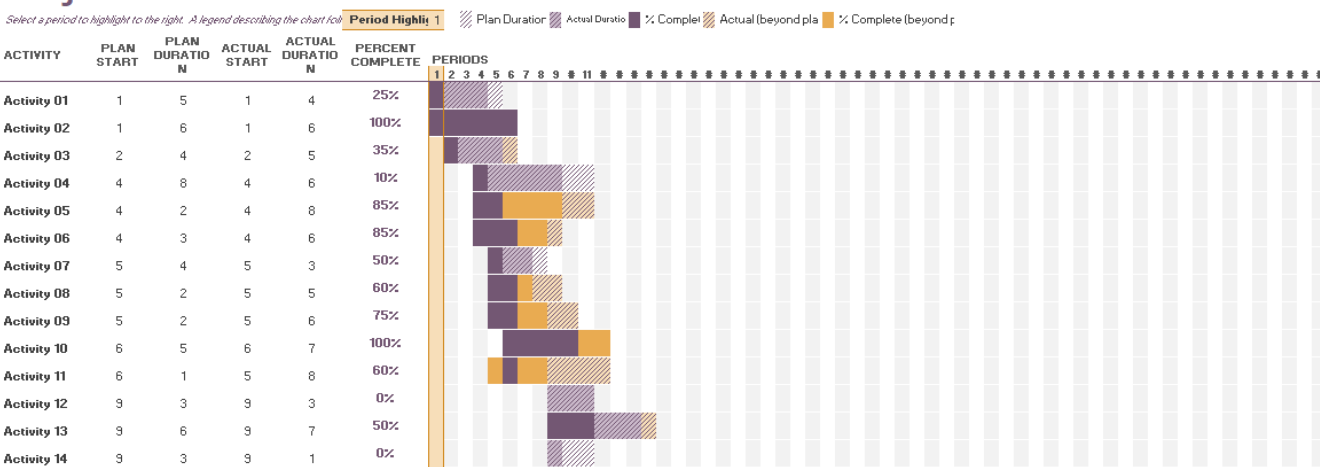


FIGURE 1. A template of Gantt chart (Microsoft s.a.)

Checklist

A checklist is a necessary tool for any project, especially in projects that have several small things that need to be done. It specifies individual tasks and ensures that also all small actions will be considered. The checklist makes it easy to take control of the bigger picture and follow up that each task will get done. (van der Wagen and White 2011, 218.)

TABLE 1. Safety check list template (adapted from van der Wagen and White, 2011, 219)

Safety check list	Checked Yes/No	Comments	Follow up re- quired	Date	Person responsible
Task 1					
Task 2					
Task 3					
Task 4					
Task 5					

Implementation

Implementation means putting the plan into practice. This phase requires active communication inside the project organization. It involves decision making and therefore it is highly important that the objectives are absorbed, and the project organization is aware of what is happening in different sectors and the schedule. (Bowdin et al. 2011, 263.)

Since the implementation stage is formed of several management sectors, Ricardo Viano Vargas simplified the tasks of project management by dividing them into nine different groups (figure 2) in his book *Practical Guide for Project Planning* (Viano Vargas 2009-04-03, 11).

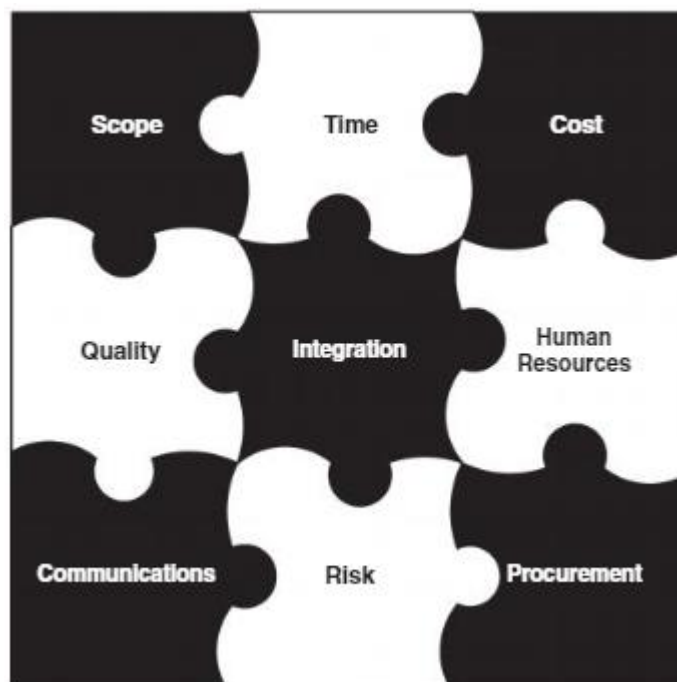


FIGURE 2. Project management areas (Viano Vargas 2009-04-03, 11)

Each of these groups in figure 2 comprehends its own part of the whole project and together they form a complete project concept.

Integration management: Ensuring that all elements and actions contributing to the project are integrated to the project's main objectives.

Scope management: Ensuring that all areas are interconnected and serve a common destination.

Time management: Creating a schedule for each task which helps to follow the process and deadlines. Timeline is needed to manage each task to be started and finished in time.

Cost management: Analyzing and evaluating the total costs of the project beforehand and focusing the actions and purchases according to the budget.

Quality management: Overseeing all activities related to the project and setting the quality standards so that they match to an organization's or a client's vision.

Human resources management: Choosing skilled people to contribute to the project.

Communication management: Ensuring that the information will be accurately gathered and disclosed to the right people. Choosing the right channels to make the information flow available for everyone who is taking part to the project.

Risk management: Identifying the risks beforehand and creating a plan to avoid those risks. On-going risk inspecting process during the project.

Procurement management: Purchasing the goods and services needed according to the budget and quality standards. (Viano Vargas 2009-04-03, 11.)

Closure

After the event itself has been completed, the project organization needs to conclude the event by evaluating the performance. Starting from the beginning by investigating if the objectives have been fulfilled and wondering which issues made the achievement possible and which areas would have needed more focus in order to perform better. The implementation stage should be compared with the project plan and specify the things that were not seen while creating the project plan, and understand why these things should have been considered in the first place. (Bowdin et al. 2011, 262.)

2.2 Event management and production

Event management means the practice of managing events in all its simplicity (Quinn 2013, 37). It contains firstly making research, designing and planning, and secondly coordinating and evaluating the outcome (Goldblatt 2002, 7). Event management differs from many other management areas as every event is unique with its culminations. Many of them include entertainment and are staged in an own way. (Mules 2004, 95-101; Quinn 2013, 39.)

An event with a commercial dimension has five characteristics. First two are clear; events require managing and lack of it creates a great possibility for a chaos. Events require a budget to control the expenditure. In addition, an event organizer is needed to engage with the consumers of the event such as a client or invited people. This person will take the responsibility of arranging everything as wished. The last characteristic is that events involve also external stakeholders such as sponsors, businesses, volunteers or caterers (Quinn 2013, 140). (Beech, Kaiser and Kaspar 2014, 4-9.)

What will be organized must be considered carefully. There are plenty of options how the event can look like. The solution depends on the objective of the event as well as a target group, a schedule, a budget and an organization's circumstances. The event organizer has to know the event type before starting the planning and has the responsibility to make the right choices for it. (Vallo and Häyrynen 2016, 75-76.)

Events can be classified by their content or their implementation method. By content, the event can be for example a business event, a promotion or a consumer event; in other words, an entertainment or an affair event. Even if an affair event contains more information and facts, it does not

mean that it has to be boring. Therefore, no matter of the type of the event, basic issues must be in order. These are scheduling, content in accordance to expectations, professionalism of the performers, easiness of registration, functionality of technics, materials, venues and all other tiny issues which should be considered. (Vallo and Häyrinen 2016, 76-77.)

Event by its implementation method means that either the event is organized by oneself or then by taking part to a ready-made event. The own event can be organized by an organization itself, buying it from an event organizer or buying pieces of ready-made parts and building an entirety of them. Organizing the event oneself, gives a right to make all decisions by the organization but requires plenty of time and effort from its own personnel. Buying the service requires more money but gives competent people to run the event. Therefore, it must be considered, which method responds the best for the needs of the event. (Vallo and Häyrinen 2016, 77-79.)

Event production can be divided into three categories which are production of content, technical production and commercial production. Production of content involves objectives and idea of the event, services and an event script. Technical production bears venue choice, technics, permissions and scheduling. Commercial production, in turn, includes budgeting, segmenting, sending invitations and communicating of the event. To summarize, these proceed from the idea to more practical issues. (Vallo and Häyrinen 2016, 192-193.)

Organizing an event is a typical project work with its objectives, schedules and one-time nature. The life cycle of an event project is described in figure 3. From a good idea, concrete objectives are defined and with a great planning, good resources are solved to reach the objectives. (Iiskola-Kesonen 2004, 8-9.)

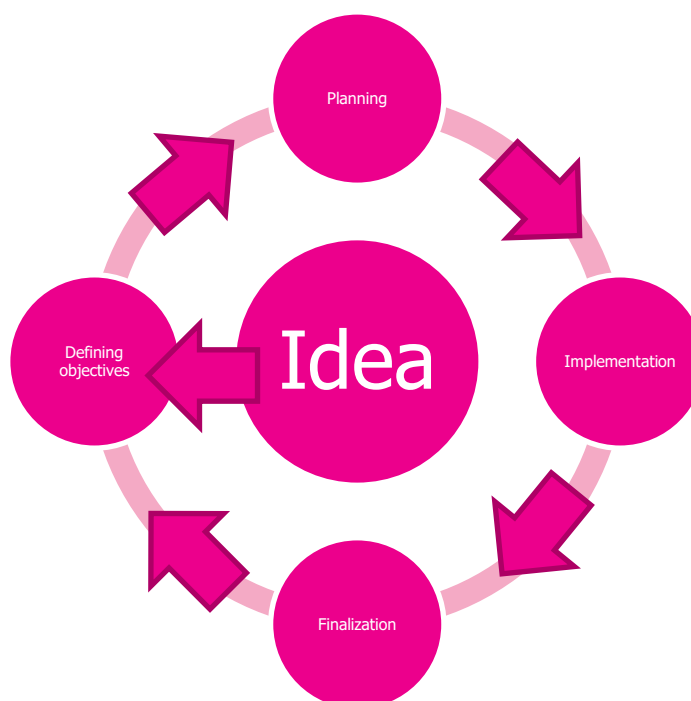


FIGURE 3. Life cycle of an event project (adapted from Iiskola-Kesonen 2004, 8-9)

2.3 Supplier management

For technology companies that are affected by rapidly changing technology and demand, suppliers have an increasing role in a supply chain. Therefore, dedicated suppliers are necessary for organizations whose operations are depending on their suppliers' products and the development of the supplier network is a continuous process. Sustainable supplier management (SSM) is one of the primary operations of procurement if a company wants to compete in global markets. (Yang and Zhang 2017-03-06.)

One of procurement's primary tasks is supply chain management (SCM) which is beneficial for both – the suppliers and the company. There is not just one way to work with SCM since the sizes of the supplier companies have influence on the performance; small companies do not have the same logistical or financial capabilities than bigger organizations. Every supplier's capability for supply chain development should be evaluated so that the quality can be maintained. Especially, in the field of technology where the development is continuous, business partners should be chosen according to their competency. Furthermore, the latest technology needs to be delivered to the customer within a reasonable time and for a competitive price. Since one vendor is rarely capable to provide all these aspects, having different kind of vendors can be valuable especially when the end customers may have various needs. (Prajogo, Chowdhurya, Yeungb and Chengb 2011.)

According to Prajogo's et al. (2011) research, the long-term supplier management affects positively on supplier's delivery performance, flexibility, and cost-efficiency which are crucial factors for all businesses.

3 PROJECT INTRODUCTION

3.1 Client organization

Normet Group Oy works in the technology industry, providing equipment, services and construction technologies for mining and tunnelling businesses. Normet operates in 50 locations in 28 countries. There are three equipment manufacturing locations; in Chile, in India and the main one in Iisalmi in Finland. (Normet Group 2019-05-10; Normet Group s.a. b.)



FIGURE 4. Normet's global presence (Normet Group 2019-05-10)

Normet's mission is "leading transformation into digitalized and sustainable underground mining and tunneling". In addition, its vision is: "We help our mining and tunneling partners to continuously improve their processes, increase the safety and productivity of their underground activities, and improve the sustainability of their operations". (Normet Group s.a. a.)

Normet was originally founded in 1962 with a name Peltosalmen Konepaja. In 2018, Normet Group's net sales were 315 million euros. It employs over 1 200 professionals and has delivered already over 12 000 underground machines. Normet Oy is one of Normet Group's subsidiaries, founded in 1999 and having a turnover of 134 million euros in 2018 (Suomen Asiakastieto s.a. a; Suomen Asiakastieto s.a. b). Normet International, another subsidiary, is part of Services business line which brings only a little less revenues than Equipment business line. Normet Oy and Normet International have roughly 400 active suppliers (Verkama 2019-09-11). All in all, Normet has grown significantly. (Normet Group 2019-05-10.)

Safety and sustainability are core values for Normet. These include safe and sustainable solutions for mining and tunneling businesses as well as for Normet's own employees. Other values for Normet are innovativeness and partnering. Values go hand-in-hand in a way; developing and improving processes help in creating long-term partnerships. (Normet Group s.a. c.)

3.2 Background of the project

The first proposal for this project came from Noora Lankinen, Operative Purchasing Manager, Services business line. The idea was to organize supplier days in Normet's global distribution center in the Netherlands. Vice President of Strategic Sourcing, Markku Verkama, approved to start planning the event. Although the location changed from Maarssen to Iisalmi which served better both Normet International and Normet Oy. Suppliers could be introduced to the functions of Normet's factory.

Normet has organized supplier days before but only on a smaller scale. The event would be a great way to reach and meet large number of suppliers in a short time. Therefore, if the event was successful, it could be arranged more regularly.

3.3 Objectives of the event

Normet has faced strong business growth which they are pursuing to continue. One way to reach the next steps is by bringing the suppliers closer to the business and resolving future challenges together. One objective for the event was to present Normet's current business situation and future business outlook as well as future needs in Normet's business. Furthermore, as some of the guests were not familiar with Normet's procurement teams so this event could give the opportunity to meet them and discuss about collaboration issues.

In a nutshell, the objective of the event was to strengthen collaboration with the supplier network, improve Normet's priority as a customer, and share expectations.

In order to share more concrete expectations to suppliers and to provide a concrete frame for the discussion, details about Normet's operations network were also shared together with information about main development priorities and development initiatives in Normet operations.

3.4 Project organization and communication

A client organization creates the base for a project by creating a structure, and designates the right person or people for the job. They decide the budget, timing, and resources available for the project. (Kauhanen, Juurakko, Kauhanen 2002, 32.)

A project manager is the person with the most responsibility in the project. He/she is liable for monitoring and reporting the progress from planning to the outcome. The project manager has to be

able to provide all information related to the project and has authority to share tasks inside a project organization according to the skills of participants. (Kauhanen et al. 2002, 33.)

The project group contains individuals or teams who are responsible for particular areas and are committed to bring their own contribution to the whole project. Duties are usually shared according to the skills of a person or a team. Each member is committed to serve the objectives of the project and report results. The participants need to be able to work together and educate themselves and others during the project. (Kauhanen et al. 2002, 34.)

Assisting departments' tasks include providing necessary information, skills or access related to the project which the official project organization is unable to accomplish by itself (Kauhanen et al. 2002, 34).

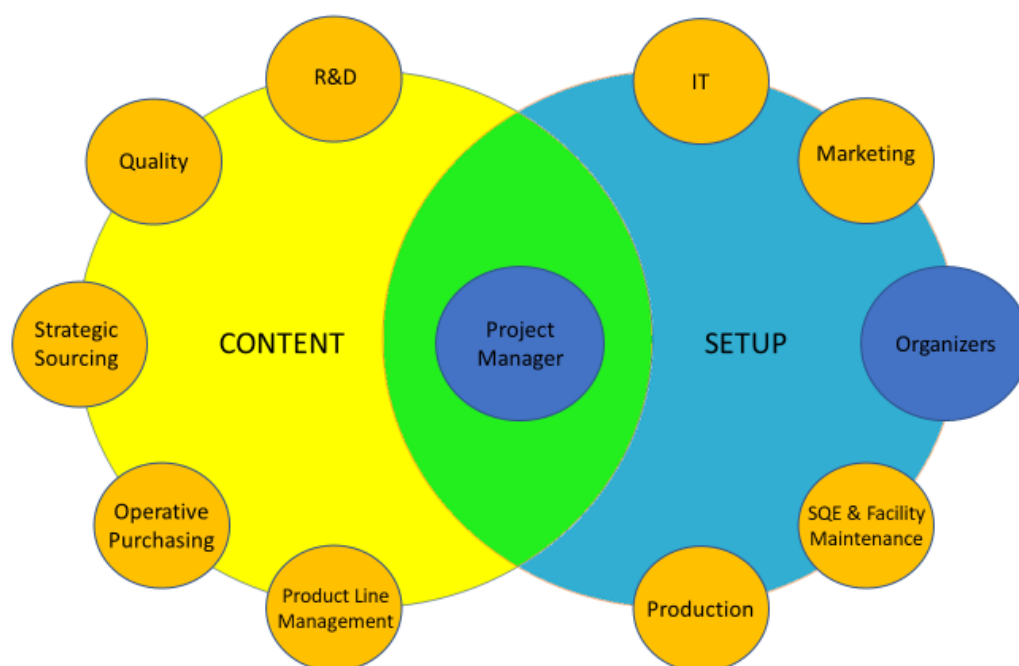


FIGURE 5. Project organization map of Normet Supplier Days

Figure 5 demonstrates the project organization map of Normet Supplier Days. The tasks were divided into two categories: content and setup. Assisting departments are marked in orange.

Table 2 shows how tasks were divided between the project manager and the organizers.

TABLE 2. Task division between the project manager and the organizers

Project manager: Markku Verkama (Vice President of Strategic Sourcing)	Content of the event Determination of the objectives Decision making Reporting and monitoring Selection of and communication with the performers
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	Presentation control Workshop content Hosting and leading presentation flow on Thursday Guest list with sourcing
Organizers: Jonna Poutanen Henry Keinänen	Venue selection & preparation Transportations Invitations Communication with guests Scheduling Budgeting Project plan Accommodations Meals & beverages Informing internally Material preparation Hospitality gifts Planning factory tour Planning evening program & entertainment Gathering and analysing feedback

Markku Verkama was the person designated as the project manager. He clarified the objectives for the event and because of his position at Normet, he had the best vision of the target group. He was monitoring the organizer's work and making the final decision for each task. He was working closely with the content and the performers.

One of the main objectives of this event was to equate the supply chain to the same level among Normet's future business sight. The project manager and the assisting departments defined the concerns of Normet and created the content to get the message through. All parties in the content sector planned and participated in the workshops arranged on the second day.

The organizers took care of the setup. They gathered the information from the content and arranged the date and schedules, spaces and recourses according to the requirements. The assisting departments provided their expertise for the preparations. The organizers chose hospitality gifts according to the marketing team's offering. The marketing team also created the outlook for the invitations, provided the decoration material for the event and took care of social media marketing during the event. Facility maintenance team arranged safety vests and goggles for the factory tour and took care of the safety issues such as traffic control. Production, on the other hand, arranged the factory tour for visitors and handled the safety issues from that side.

Communication

Since the event production is made from several small pieces of a puzzle, the communication between departments is one of the main concerns. When each task is connected, the information has to reach everyone in the project organization. For example, the transportation schedule has to be integrated with the program schedule, and the performers need to know how much time they can spend on the stage. (Iiskola-Kesonen 2004, 33.)

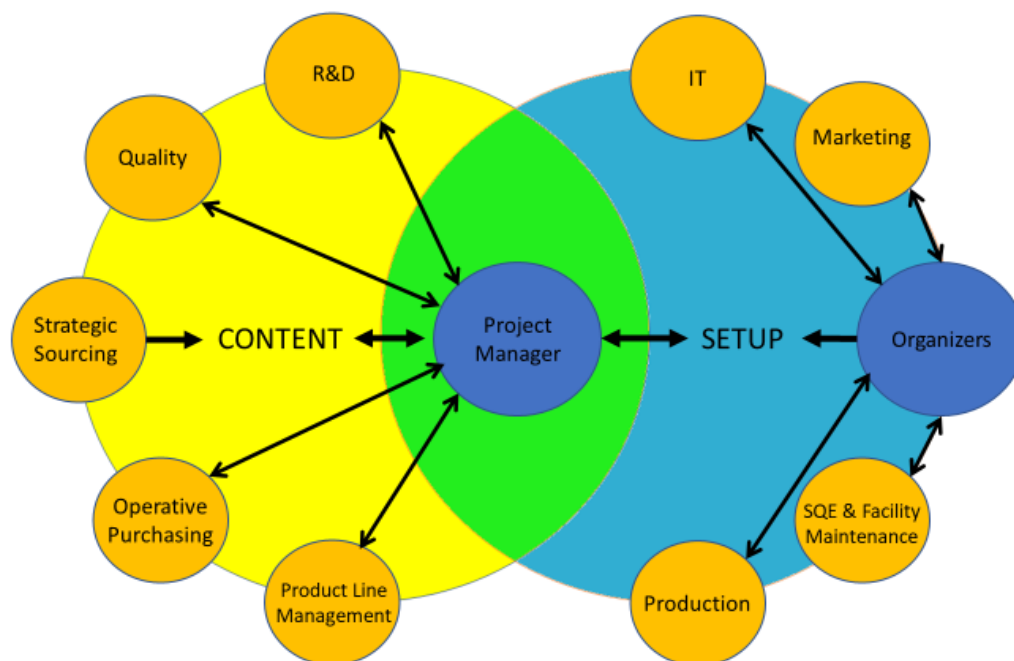


FIGURE 6. Communication map illustrating the communication flow inside the project organization

Figure 6 above, describes the information flow inside the project organization. Briefly, strategic sourcing and the organizers used the expertise of assisting departments and reported the solutions to the project manager.

The IT team created an email address for the event, supplierdays@normet.com. This email address was a primary address for the event; internal and external communication happened through this channel which was a great tool to document the actions of the event.

Throughout the process, the status updates were discussed with strategic sourcing and the organizers in occasional meetings, but the main communication happened by email. A folder in Normet's Intranet was created which was used to share content like schedules, presentations, and a guest list.

The project manager worked as a messenger by bringing information from sourcing to the organizers. They had occasional Skype and face to face meetings where all actions so far were reviewed, and the next steps were decided.

4 WHOM TO ORGANIZE

Every event organizer has to be aware of a target audience. Regardless of the target group, all events should be precisely designed and organized, but the target audience may have various desires. Generally thinking, all groups have their similar needs for the event but the expectations of how those needs should be fulfilled can be different according to the target group. (Vallo and Häyrynen 2016, 145-146.)

To recognize the needs and expectations, the target group has to be analyzed. Organizers can evaluate the overall picture of the target audience when they know whom the event is organized for - a church group, a sports team, business partners, etc. However, the event is organized for a group, not for an individual, so different aspects have to be considered while planning the event. (Vallo and Häyrynen 2016, 147-148.)

4.1 Guest list

During Supplier Days, the purpose was to present Normet's vision of future business and develop cooperation with the suppliers. Since the number of Normet's suppliers is quite high, all of them could have not been invited. The guests were selected according to the importance of their performance for Normet. Some of the suppliers were chosen because of their long-term experience with Normet. On the other hand, some suppliers who did not know Normet that well were invited because of their new technology and they were seen as potential business partners. The third category was the high-volume suppliers.

The invitation was sent exclusively to specific persons in the supplier companies. By that, it was ensured that right people would participate, and the benefits of the event would be maximized.

The first group was the senior sales who has the authority to affect pricing and who can ensure better service for Normet. The second group was management who can impact customer prioritization and allocation of development resources. In other words, the objective was to reach key decision-makers from Normet's point of view.

Since many of Normet's employees have cooperation with the suppliers, internal guests were also invited. The internal guests were invited to the starting event in Culture Center, dinner or the workshops on the second day, depending on their role.

4.2 Invitations

After the guests were selected and accepted by the project manager, the organizers created an invitation letter (appendix 3) that was sent to the guests from the official email address of the event, supplierdays@normet.com, 12 weeks before the event.

The letter included the following information:

- Time and starting place
- Briefly about the agenda for each day
- Link to the enrolment form
- Deadline for the registration
- Instructions for booking the accommodation, including the discount codes
- Arriving instructions (bus, train, and airplane)
- Airport shuttle schedules
- Contact information

The invitation attachment was written by the organizers and revised by the project manager. It explained briefly why the event will be organized and what it will contain. Since the invitation letter created the first impression for the event, the outlook needed to look desirable. The layout was designed by Normet's Design and Marketing Specialist.

The organizers followed the number of attendees through the enrolment form that was informed in the invitation letter. After the first deadline for registration passed, reminders were sent for those whose response was not received.

Quite similar invitations were sent to the internal guests but modified based on their role in the agenda.

Enrolment

Enrolment to the event was performed through an electronic form created in Microsoft Forms (appendix 4) that was shared to the invitees with the invitation. Electronic enrolment allowed the project organizers to follow up the number of attendees in real-time. The enrolment form was also used to gather information regarding allergies, transportation, accommodation, and wishes for the content of the event agenda.

5 WHAT TO ORGANIZE

5.1 Venues

When organizing an event, the city is worth to be considered as the location can increase costs and affect to the participation percentage. Organizing might differ in an unknown city than in one's hometown, and precisely if the event will be located in a completely different country. (Vallo and Häyrynen 2016, 167.)

There are many key determinants affecting the choice of the site. First of all, there is a budget for the event – how much money it is possible to use for the venues. The next one is purpose and image of the event. The site should appeal to the participants. All event facilities should be running smoothly including meeting rooms, catering, transportation and access of the venues. The number of participants has a great role in site determination. The venue should not be too big neither too small. (Fenich 2015, 122-125.)

The choice of the site affects to atmosphere and communication between guests. A good choice can strengthen the image of the organization and have an effect on reaching the objectives of the event. (Catani 2017, 45.)

The first idea was to organise Normet Supplier Days in Maarsse, in the Netherlands. Global Distributing Centre of Normet Services business line is located there and is handled by a third party. Normet's suppliers could have had a chance to see the premises and understand the complicated process better. When the idea of supplier days developed into a preliminary plan, Markku Verkama, Vice President of Strategic Sourcing, told that the event would be held in Iisalmi. This made the organizing slightly easier as checking and comparing venues was possible. The Netherlands location could have decreased the amount of participants as many suppliers were Finnish, and definitely increased costs for Normet when considering flying and accommodating its own personnel.

When the city was chosen, different options in Iisalmi were looked for. It was good to hear other people's opinions. For example, team leaders of operative purchasing teams gave good advice. In addition, an assistant currently in R&D gladly helped as she had organized multiple events for Normet previously.

Firstly, inquiries of different venues were asked. The budget was not ready yet and offers had to be compared and a budget suggestion to be built based on the best ones. The best meaning the ones with the best price-quality ratios and matching with the requirements for the event. The venues were also visited to get a better picture, and lunch tasted at Ravintola Raatihuone to check the quality of food.

For the first day morning and afternoon, Iisalmi Culture Center (Fin. Kulttuurikeskus) was chosen for its facilities. In addition to Karl Collan hall which could fit the whole group, it was possible to rent

two smaller classrooms for private meetings between sourcing managers and suppliers. A catering firm, Metsäpirtin Pitopalvelu, also works at the Culture Center from which lunch as well as morning and afternoon coffees for the day were booked.

Restaurant Raatihuone was booked for dinner due to its menus and its atmosphere as the building was an old city hall. This choice was based on the image as the venue created an elegant and formal atmosphere. It suited better for the theme than for example another venue with long wooden benches. Small things can have a great impact. As a bonus, they did not charge staff costs neither rent.

For the second day, Normet's own meeting rooms were booked at Ahmolantie. Normet's meeting rooms have space for somewhat 140 people but some of the rooms are quite small – for six to eight persons. Meeting services were also asked from Ravintola Raatihuone and Metsäpirtti's own locations but the first one was too small and another one farther from the city and accommodations. Ravintola Raatihuone was booked for 70 people before the total amount of participants was known and if more space would have been needed but it was cancelled later. It was calculated that workshops were possible to be arranged in Normet's own premises which was also better as time was limited.

Breakfast and lunch for the second day were booked from Fazer Amica lunch restaurant which works at Normet factory. It was possible to book the restaurant for only Supplier Days people for one hour. Normet personnel was informed about this in Intranet and via email.

Before the event, participants for every meal were calculated and informed to every restaurant or catering firm. Different amount of people enrolled for Thursday day, dinner and Friday morning. A few extras were added which was good as some registrations came only one or a couple of days before the event.

5.2 Accommodation

As Iisalmi is not a big city, the accommodation had to be considered well in advance and quotas to be booked. The assistant at Normet knew about Normet's contract prices in local hotels. Offers were asked from two hotels; Original Sokos Hotel Koljonvirta and Hotel Golden Dome.

Quotas were booked already in May after an initial amount of participants was known. It was anticipated that most business guests would want their own room rather than share rooms. It was possible to book altogether 129 rooms and the reservations were followed so that in case there would not be enough, hotel rooms farther from the city could be asked for Normet personnel. The quotas were valid 'til 2nd August and 16th August and they were sufficient.

5.3 Logistics

Logistical preparation is one of the main tasks in any kind of event. In larger events, aspects from cargo transport, and human transport have to be considered. Cargo deliveries need to be separated from the bus and taxi traffic and precisely scheduled to avoid traffic jams which would be a safety risk. Bus and taxi traffic should be located near the entrance or within a decent distance with a safe footpath. When organizing an event in the city centre area, parking places are a common issue and it is good to use local expertise. Local police, taxi service, and local traffic office are good places to contact for logistical assistance; they are familiar with the roads and the traffic flow. (Catani 2017, 78-79.)

Parking

Supplier Days event started in Culture Center of Iisalmi which is in the city centre with limited space for parking in front of the premises. Even though, the unlimited parking areas were informed beforehand in the welcome letter, the city of Iisalmi arranged more parking space to nearby streets by covering the time limitation signs which in Finland means that the parking sign is not in use and the parking is allowed.

The second day of the event was at Normet's factory in Iisalmi which had limited parking space. Therefore, the guests were instructed to use the organized bus connections and leave their cars to the hotels if possible. In the evening before, the facility maintenance team closed the whole guest parking area so that it was fully reserved for Supplier Days guests. Parking was also allowed on the right side of the street in Ahmolantie. Even though the parking areas were explained in the welcome letter, the safest option was to have two persons controlling the traffic.

Transportations

Visitors from 8 different countries and from all over Finland were invited to Normet Supplier Days. Distances in Finland are long and even a direct train connection from Helsinki to Iisalmi takes more than five hours. Flying from Helsinki to Kuopio is the fastest way to travel but the airport is approximately one hundred kilometres away from Iisalmi and there is no direct bus connection available.

Offers were asked from three different transportation companies. The most appropriate option was a local bus company Henkilökuljetus Rissanen Oy. Company has served Normet several times before and their offer was competitive.

According to the enrolments, airport transportation was needed. The airport shuttle was offered one day before the event for the two last flights from Helsinki. These flights were chosen so that the foreign visitors could use them as connecting flights from Central Europe. Finnish visitors had the chance to take these flights after they had finished their workdays. The airport in Kuopio is small and the people can get through it quite fast. Therefore, the bus was ordered there 15-20 minutes

before the arrivals. The bus had a sign stating "NORMET" at the front of the vehicle so that the visitors would recognize it. Since the airport had only two exit doors, no further guidance was needed.

There was no transportation needed on Thursday but on Friday, the second day of the event, several connections were arranged. The distance from the hotels to the factory was approximately seven kilometres so bus transportations were needed. Two large buses were ordered to pick up from the hotels Original Sokos Hotel Koljonvirta and Hotel Golden Dome; both starting from different hotels but the one starting from Golden Dome driving also by Koljonvirta which accommodated more visitors. Luggage loading and traveling time considered, the transportations were ordered to arrive to the hotels 30 minutes before the planned starting time at the factory. Return transportations to the hotels and to the airport were also arranged.

5.4 Event program

An event program is the schedule of performance and describes the flow of event elements such as performers, speakers and catering. The program builds the event experience for participants. It is good to understand the objectives of the participants why they would attend. A program content depends on audience expectations and interests, venue restrictions, organization culture, element availability, logistics and event team creativeness. It is worth to think the duration of the event as many professionals cannot take many days off from normal duties. (Bowdin et al. 2011, 494; Fenich 2015, 90.)

Breakdowns of the event act as guides for everyone working at the event. Production schedules include the time, duration, activity and cue time. Call sheets include technical details such as cues for lights and sounds. An event script describes what is happening when and where. It includes timetable for every aspect what happens also behind the scenes. Titles for the breakdowns can differ but the point is to have detailed schedules as tools for a project team and partners. (Fenich 2015, 101; Matthews 2008, 162-163; Vallo and Häyrynen 2016, 196.)

At the beginning, the duration of Supplier Days was considered. As the event was decided to be arranged in Iisalmi, the factory tour was a must. Therefore, a one-day event would not have been possible. When the timing of the event was decided, flights were checked. It was kept better to finish the event early so that people could catch the afternoon flight as it was Friday and some were possibly heading for a connecting flight.

The project manager was responsible of arranging the content. He devised the topics and delegated them to the right people. The project manager and the organizers created the timetable together and an event script (appendix 5) was made based on it. That was revised time to time, and finally it served as a guide during the event.

A final program for the second day was settled not until in August. The project manager divided participants into groups based on the line of business they are in and designated a host for each group.

Every group contained about 10 persons for safety reasons at the factory tour, and English-speaking people were put in two of the groups. After the project manager had given the workshop agendas and about durations, the organizers created a schedule for every group (figure 7). Furthermore, online booking calendars for meeting rooms were made (figure 8 and 9).

	8:30	8:45	9:00	9:15	9:30	9:45	10:00	10:15	10:30	10:45	11:00	11:15	11:30	11:45
Group 1					Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi	Jisalmi
Group 2	Jaipur		Local suppliers->			Jaipur	Jaipur	Jaipur	Jaipur	Jaipur	Jaipur	Jaipur	Jaipur	Jaipur
Group 3	Salt Lake	Salt Lake					Salt Lake	Salt Lake	Salt Lake	Salt Lake	Salt Lake	Salt Lake	Salt Lake	Salt Lake
Group 4	Jisalmi	Jisalmi	Jisalmi					Espoo	Espoo	Espoo	Espoo	Espoo	Espoo	Espoo
Group 5	Santiago	Santiago	Santiago	Santiago	Santiago					Santiago	Santiago	Santiago	Santiago	Santiago
Group 6	Espoo	Espoo	Espoo	Espoo	Espoo	Espoo					Sweat mine	Sweat mine	Sweat mine	Sweat mine
Group 7	Sweat mine	Sweat mine	Sweat mine	Sweat mine	Sweat mine	Sweat mine	Sweat mine	Sweat mine						

FIGURE 7. Schedule for Friday containing workshop agendas and meeting rooms

The schedule in figure 7 shows locations and workshop topics; blue representing workshop of new ERP system, supplier web and quality department, purple representing supplier collaboration workshop, green for future technologies and trends, and yellow for the factory tour. Hosts were assigned to take care of their own groups but many additional people were needed to run or participate to the workshops – for example operative purchasers to supplier collaboration workshops. Therefore, the organizers were also involved in delegating and informing everyone of their tasks.

Time	Karl Collan Hall	Allin Kammari	Supplier	Topics	Anna Sahlsten
8:00					
8:30					
9:00					
9:30	Morning coffee				
	Opening words/Markku.				
10:00	Normet Group introduction/Aaro				
10:30	EQ business strategy/Kari				
11:00	Services business strategy/Mikko				
11:30	EQ offering development/Mark				
12:00	Panel Q&A session				
12:30	Lunch				

FIGURE 8. Online booking calendar for Thursday at Culture Center

Group	Sweat Mine (25)	Torrensville (10)	Santiago (8)	Shanghai (8)	Salt Lake
Group 7			Group 5		Group 3
Group 7			Group 5		Group 3
Group 7			Group 5		
Group 7			Group 5		
Group 7					
Group 7					Group 3
Group 7					Group 3
					Group 3
			Group 5		Group 3
Group 6			Group 5		Group 3
Group 6			Group 5		Group 3
Group 6			Group 5		
					Jukka / E

FIGURE 9. Online booking calendar for Friday at Normet premises

The factory tour was planned by the organizers and the production manager of Normet. His wishes and instructions were considered for the schedule and for the group division. Test drives and a simulator had to be left out. According to the final schedule, he designated guides for the tour.

Thursday evening program was started to organize already in May. Normet's band was asked to perform but unfortunately it was not possible. Therefore, another artist had to be booked quite soon. Restaurant Raatihuone has organized many jazz events so they were asked about performers and two of them were contacted. A duo from Koko Jazz Club was booked to play a bass and a vibraphone. In August, awards were planned. Strategic sourcing chose three suppliers from two categories: technology and collaboration. Normet's Design and Marketing Specialist designed the awards (appendix 8) and ordered them and frames by the approval of the project manager and the organizers.

All in all, the final schedule was finished quite late due to so many people affecting to it. In addition, summer holidays had an effect as well as a matter that there were no model or example from a previous event which would have helped. Everything was made from scratch.

5.5 Event materials

Sales promotions mean short-term strategies to promote an event. In addition, they remind people of it. Usually these include affordable gifts possibly with company information and can remind of the theme of the event. The gifts can be given in the beginning or in the end of the event or possibly delivered right after the event. When carefully planned, these inexpensive items can give a good perception of the company. After all, most people like freebies. (Fenich 2015, 170, 178; Vallo and Häyrinen 2016, 222.)

Even if Supplier Days was not a typical promotional event, it was clear that some gifts will be given to promote the company. Normet's marketing department was helpful with these. As they were already ordering charger adapters with Normet logo for another occasion, it was possible to get those for this event too. They were clever gifts as adapters will be needed by suppliers who travel much or who come to Finland from other countries.

In addition, fabric bags were filled with pen, notebook and brochures. With Normet logos, bags could be conspicuous by other people as well and be a good promotion for Normet. Notebooks with Normet logo were ordered from Offsetpaino L. Tuovinen in Kuopio. By the help of marketing department, offers of bags and pens were got quickly as they knew already from where to ask, and they also ordered Normet brochures. Moreover, it was possible to buy larger quantities and share the costs with them as the rest can be used in other marketing activities.

It was assumed that some of the guests have not visited Iisalmi before and therefore, it was nice to give some information of it. City of Iisalmi gladly delivered brochures and pens to be added to gift bags. Hence, the gifts were ready.

Welcome letters were also made to be sent a few days before the event (appendix 6). A map, addresses and parking instructions were included in them and therefore it was better that guests would get them in advance rather than with the gift bag. Moreover, they included schedules for both days and for every group, contact details and other additional information.

6 RISK MANAGEMENT

Risk management aims for less risks and more fun. It involves identifying, estimating, prioritizing and controlling risks. By this, risks can be prevented or harms minimized if incidents occur. In addition, greatly managed risks are a good way to reduce costs. (Beech, Kaiser and Kaspar 2014, 182.)

Events carry many areas of risks. These include environmental risks, fire, health and safety risks, human error, financial and reputation risks, terrorism and the list keeps going. One of the most important is crowd management which bears risks in crowd movement and poor registration systems (Quinn 2013, 113-114). The probability of each risk depends on the type of the event. (Beech et al. 2014, 183-185.)

It is important to communicate the risks with stakeholders in cooperation and in a proactive manner. Risk plan should be available for everyone, easy to understand and state the person in charge during a crisis. Advice can be searched from external stakeholders such as an attorney or a police officer. Establishing open communication channels, helps stakeholders to report incidents during the event as well. (Beech et al. 2014, 183; Fenich 2015, 49.)

Risks should be evaluated by its probability and severity. Some risks can be avoided by changing or cancelling a part of a program. Risks can be transferred to different parties by for example hiring securities or by taking insurances. Trying to avoid all risks would leave no time for actual event planning. Therefore, it is important to decide which to focus on and which risks are accepted. All risks cannot be prevented but risk management can help in choosing the least risk carrying option and in minimizing the impact. (Beech et al. 2014, 185-186; Fenich 2015, 42-43; Kauhanen et al. 2002, 56-57.)

Risks were started to consider already before the final decision of organizing the event. Potential risks were gathered to the project plan (appendix 1). Therefore, they were one element affecting that a permission for the event was granted.

As Supplier Days was not a public nor an outdoor event, it made risk assessment slightly easier. Therefore, financial and reputation risks were more focused on. The biggest safety risks were at the factory, so the tour was considered carefully, and it was informed internally.

It was possible to share responsibility and to get advice. In Culture Center and Raatihuone, their personnel were professional with safety in their premises. Director of Safety, Quality and Environment at Normet, gave advice in safety issues. He told that an English-speaking person who owned first-aid skills, knew where a first-aid kit and a defibrillator were and how to use the defibrillator, was needed at the factory tour. Visitors could use only green areas and they were not allowed to go to a testing area. Every guest must have got safety instructions and have safety vests and goggles on. Two hosts per a group of ten had to be organized.

TABLE 3. Risks and actions

RISK	ACTION
Damaging Normet's image	Good and specific planning and preparation. Enough time for preparing and enough Normet's people during the event keeping everything in order.
Unexpected cancellations	Back-up plans for premises, dinner, transportation. It will be thought beforehand, where to ask for replacement.
Sick leaves	Gathering descriptions/instructions of all workshops to avoid any harm caused from sick leaves.
Many suppliers do not participate	Ensuring 'til which date it is possible to change meeting premises, dinner and transportation bookings, and asking replies for invitations. Program will not be final yet on that point, so we are able to change that.
Economical	Checking the dates for changes or cancellation of premises, dinner and transportation so that there will not be waste of money. We need to have quite exact number of participants for bookings and acquisitions.
Accidents in the factory	Every group in the factory tour gets safety information before entering. In case something happens, everyone should be aware how to leave the building or how to find first-aid equipment. Two guides per a group of ten will be enough to watch and react.
Visitors getting lost	Simple and understandable instructions for the city and schedules of the day will be sent beforehand. In Normet premises; visitors will be divided into smaller groups so that they are easier to control. We have every participant's contact information and accommodation in knowledge.
Lack of communication internally	Communication through several channels; email, intranet and face to face. Most important things will be discussed face to face with key people, factory supervisors for instance.

To consider if risks were worth to take, pros and cons were visualized in a SWOT analysis.

TABLE 4. A SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Normet is a growing company (strong market position) • Good recent years; now it is a good time for supplier days • The event does not require big efforts from employees as we organize it and we know the company already 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • The event is not part of the budget of this year • Many people are involved – lack of communication? • Safety issues will come up when such a big group is moving at the factory
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • The event can be organized by a reasonable price in Iisalmi • The event will create nice “fuss” and bring Normet’s name up all over Europe • It will also build a better image locally as Normet’s success can be noticed 	<p>THREATS</p> <ul style="list-style-type: none"> • Iisalmi is not the easiest location to arrive from all over Europe • Iisalmi is quite a small city so it is not easy to organize e.g. dinner for such a big group, or to have a back-up plan if they cancel

Safety was considered beforehand for every location and added to presentations to remind people of it. Emergency exits and evacuation assembly points were clarified. Guests were added to Normet’s guest managing system which sent links to online safety training, and guests were also reminded of it by the welcome letter. The same issues were covered in safety instruction leaflets which were given at Culture Center as well as in safety training before the factory tour, in case some people would have not done the training.

One worrying location was the parking place at the factory. Therefore, guests were encouraged to leave cars to the city centre and use the organized bus transportations. Facility maintenance team was asked to put a string to prevent Normet personnel to use guest parking spaces and to act as traffic controllers on Friday as presumably many would still come by own car and park next to the road. Internal briefings were sent to emails and intranet in order to deny personnel to use guest parking and to prompt to avoid unnecessary back and forth traffic.

7 HOW TO ORGANIZE

7.1 Planning

Careful planning helps to evaluate if objectives for the event are realistic. It also helps to find the right tools to reach goals, to improve effectivity and to use resources. Important is to have enough time for planning. (Iiskola-Kesonen 2004, 9-10.)

7.1.1 Project plan

All projects start with a solid plan. The precisely planned event makes organizing easier and gives a professional image of the organizers. The project plan helps to divine the objectives and to find direction on how to accomplish them. The project plan helps to specify the idea of the event to the project organization and to organize the resources to make the production efficient. (Iiskola-Kesonen 2004, 9.)

Quality assurance is one of the main tasks for all projects. To be able to ensure quality standards, different kinds of analysis tools should be used, and a SWOT analysis is one of the most common ones. It helps to define the strengths and weaknesses and how to prepare the actions according to them, and opportunities and threats which help to recognize if the objectives are achievable. (Iiskola-Kesonen 2004, 9-10.)

After the objectives have been defined and actions evaluated, the action plan should be created to describe the short term and long-term actions. The action plan gives a scratch of how the event should be organized and helps to divide the tasks inside the project organization. (Iiskola-Kesonen 2004, 10.)

In this case, the project plan (appendix 1) was based on Roosa-Liina Risikko's thesis about the project plan. The thesis defined each topic the project plan should contain based on theory and practical examples. (Risikko 2018.)

The project plan contained brief information about the background of the project and the objectives given by the client company. Action plan described the specific actions and recourses that the event required. Initial budget assessment and schedule plan was created in order to get the approval to organize the event.

The project organization was described, and the communication channels defined. Since Normet's key value is safety, the risk assessment was precisely made and actions for each risk observation explained. All actions were planned with the project manager to ensure that all actions fulfill Normet's quality standards and match with their values.

Determination and event monitoring were planned so that the concrete results can be easily seen and the whole event evaluated by gathering the feedback from different areas. Documentation for all actions was required since the event was meant to be organized again in the future.

7.1.2 Timing

After the project plan has been made and the event is decided to arrange, the timing is the next concern. A good way to start planning the date is to count out the national holidays. Sometimes the event will be arranged according to the main performer's schedule, like in concerts. The organizers need to be aware of overlapping events and evaluate if those will affect the attendance of the event being organized. (Catani 2017, 42-43.)

The first thing that was considered while planning Supplier Days was the summer holiday season. In Nordics, usually the most hectic holiday season is from May 'til the end of August. According to the information received from the suppliers in Central Europe, the most hectic season is in August. Therefore, the event was decided to be organized in September.

After deciding the month, the next concern was the availability of Normet's senior management. The executive assistant from Normet provided information about internal events and the availability of the key senior managers who were wanted to engage in the event.

Since Iisalmi is a small city and hotel capacity is limited, before deciding the dates, the organizers checked few possible ones from the hotels. In addition, other events and fairs of the industry were considered. Since most of the invited companies were probably going to attend subcontracting fair in the end of September, Supplier Days had to be at least a couple weeks before that.

Even though Normet had one event at the same time as Supplier Days, the overlapping was avoided since the events were not organized in the same locations. The main performer, CEO of Normet was attending to another event in the afternoon, and for that reason, his presentation was scheduled in the morning.

7.1.3 Scheduling

Project management for events can be described as planning who, what, where and when - and scheduling has the role of when. As usually events have tight deadlines, certain tasks must be completed before. A schedule is an important tool for progressing as well as in avoiding surprising costs and quality issues. (Bowdin et al. 2011, 272.)

For time management, a Gantt chart is useful as it identifies activities and how and when they should be accomplished. This is a display of a project schedule for an event. Importance is that it includes all the identified activities but also only the identified activities to prevent its expanding excessively. The worth of the chart is its easiness and quickness in presenting the project status. In

addition, it is easier to recognize glitches or late tasks as well as to see the history. (Bowdin et al. 2011, 274; Fenich 2015, 31 & 34.)

A schedule was one part of a project plan and therefore, a Gantt chart for Supplier Days was made at the very beginning (appendix 2 & figure 10). It was monitored, and tasks and notes added during the planning phase. Persons responsible of tasks were not added as only the two organizers were mainly in charge of the tasks.

At first, the activities were identified and planned starting times and durations added. Periods on the top line show the week numbers. While organizing the event, actual starting times and durations were inserted which changed the colour of each line. Checkpoints were marked with X as for example, transportations were organized in three weeks period including quotations, but adjustments in timings and headcount were planned to make during those weeks marked with X. They acted as reminders but not all check ups were needed and some needed more attention. Finally, when the task was thoroughly handled, it was marked as 100 % completed.

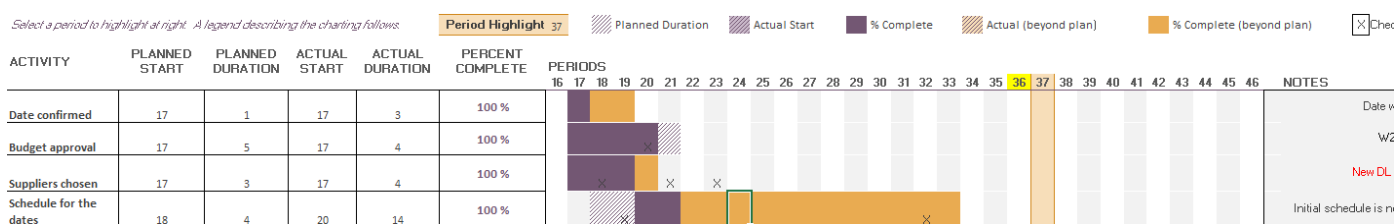


FIGURE 10. Gantt chart for Supplier Days (adapted from Microsoft s.a.)

7.1.4 Budgeting

Before creating a budget, the purpose of the event has to be recognized. Events can be divided into for-profit and not-for-profit events but both should have as accurate budgets. The difference is that in for-profit events, the return of investment is evaluated and in not-for-profit events, there should be a budget for possible income to cover at least some of the expenses. (van der Wagen and White 2010, 336-337.)

There are also non-financial events, as Normet Supplier Days. These events are not organized to create revenue or based on funding like most not-for-profit events. Usually, non-financial events are organized to promote a new product or service. In this case, the purpose was more about promoting Normet for their business partners. (van der Wagen and White 2010, 337.)

Usually, the target group has its effect on the budget, since the consumption of goods can differ between genders and ages. For example, it can be assumed that men eat more than women. (Vallo and Häyrynen 2016, 177-178.)

Since Supplier Days was not calculated to the budget of the year, the event did not have a ready-made budget and it needed an approval. Budget assessment was created by the organizers according to the received offers or estimations. The organizers gave few options for each action and evaluated the alternatives with the project manager. A final budget suggestion was presented to Senior Vice President who gave the approval.

The costs were followed and updated to an excel file by the organizers throughout the organizing period. In addition, financial management department created a project number which was used for monitoring the costs after the event.

7.2 Implementation

The implementation stage makes the plan real. It can be divided into construction stage, the event itself and deconstruction. (Vallo and Häyrynen 2016, 198.)

The project manager has the responsibility that arrangements and schedule go according to the plan. Everything should be ready when the event begins. The leader should not have a fixed task during the event but rather observe and help in questions and problems. Well briefed project personnel can fix tiny issues themselves. Important is to keep calm in the eyes of guests. (Iiskola-Kesonen 2004, 11.)

As the event was organized on Thursday and Friday, there was good time to make the last arrangements during the week. Guest name list was updated to guest managing system, and online safety trainings were sent and badges printed through it. Welcome letters were also sent on Monday. Gifts were packed and delivered already to Culture Center. Facility maintenance was asked to arrange a table to the lobby for breakfast on Friday. Meeting room signs and group number signs for hosts were made.

All the venues were checked a day before. Culture Center was visited to check technics, bring items and plan the next morning ready. Raatihuone was visited to agree spots for the toasts and the band, and to ask if there is a possibility to get a microphone. They could have asked it from Culture Center but they assumed that speaking loudly would be enough. In retrospect this was a mistake, as we found out later in the feedback. They also promised to make nameplates to the tables according to the given seating map. In addition, all meeting rooms in Ahmolantie were set up as far as possible; for example, participants of groups and workshops in different rooms were calculated beforehand and more seats taken if needed. The aim was to leave tasks for the mornings as few as possible.

As over 30 people from Normet were somehow involved to the event, it was important that everyone would have got the necessary information. Therefore, an information package was gathered and sent them on Monday. It contained a little wider event script including every presentation's con-

tent and key message, instructions for booking meeting rooms, workshop descriptions, group division, hosts' responsibilities, feedback reminder and all schedules – for each group and each workshop. In addition, there was a 30-minute briefing on Wednesday morning in auditorium and via Skype. Then, at the latest, was possible to ask and clarify unclear issues.

Thursday

The day for the organizers started in Culture Center at 8 am. Registration table was prepared by arranging gift bags and name badges on it. Four roll ups were set and signs for meeting rooms were stuck on the walls.



FIGURE 11. An example of a meeting room sign

Guests started to arrive already at 9 am. Registrations went quite smoothly, most of the rush was around 9:30 am which was the starting time in the invitation. Guests were instructed that the group number for the next day was in the badge. They were also rechecked of their registration and it revealed that five persons had only registered for Thursday – they were notified about their group numbers on Friday morning. There was one who appeared without registering in advance and five left no-shows. Changes had been prepared for, for example by empty name badges.

After a morning coffee, there were presentations of 15 or 30 minutes each. Presentations were well kept in time and to ensure that, time signs were also showed from the front row. To prevent uninvited people straying to the hall and distract, one organizer was standing at the back. Q&A panel did not take 30 minutes and the morning session was finished 10 minutes earlier – unfortunately, lunch was not available yet, so people had to wait for that time.

The afternoon session was lighter. Lunch break of 1 hour 15 minutes was not too long and a coffee break followed after 45 minutes. People seemed to be a little tired already when was the time for the afternoon Q&A panel.

The dinner in Raatihuone got started with a welcoming speech by Markku Verkama. Instead of traditional sparkling wine, Finnish Napue Gin & Tonic was served as a toast. After toasting, Mr. Verkama said a few words about the evening program and the history of the building. The restaurant entrepreneur came to present the menu and told for which rooms the tables had been set and where the buffet was.

Normet employees had their seats chosen beforehand so that the host organization's personnel would be present in every table. The guests chose their seats freely but procurement teams were instructed to gather their suppliers to the same tables with them.

Starters and main courses were served from the same buffet table. Drinks were set to the room next door where alcoholic drinks were separated from non-alcoholic. Dessert with coffee, cognac and blueberry liquor were set to the lobby.

The dinner menu in Finnish is shown in appendix 7. Shortly to introduce, starters included five different salads and smoked lamb among other things. Main course included beef sirloin in thyme sauce and chicken with lemon, added with vegetables, potato wedges and herb rice. There was brita cake for dessert. People praised the food.

Since the event was organized in a city that is well known from their beers and other low alcohol beverages, the local brands were served during the evening. Wines were chosen beforehand by the restaurant owner who designed the menu and they were approved by the organizers.

After main course, the jazz duo started their show with a traditional song in Savo region called "Lentävä kalakukko" playing a bass and a vibraphone. They continued playing in the background while people were enjoying the evening. All in all, they performed three short periods which was decided between the performers, the project manager and the organizers as people seemed to enjoy conversations and ongoing music would have been disruptive.

Between the dinner and coffee, Normet gave three supplier awards (appendix 8): one award was given for excellence in collaboration and two for excellence in technology.

The participants started to leave gradually after the coffee and dessert. A little after 10 pm the restaurant was empty. The organizers stayed for a while to discuss with and thank the restaurant personnel for the evening.

Safety issues were covered throughout the day in presentations and already in registration when safety instruction leaflets were given. Emergency exits were clarified to everyone in the beginning of the day in Culture Center and before the dinner at Raatihuone. Assumably, everyone remembered the S word after the first day.

Friday

The second day was held in Ahmolantie where Normet's main factory is located. The organizers went there a half an hour earlier to make sure that everything was ready before the visitors arrived. This included checking and tidying up the meeting rooms, bringing more chairs and pens, and sticking the signs on the walls which guided to the rooms. In addition, safety vests and goggles were unpacked to the factory lobby from boxes which were taken there to wait for the event.

The catering for the second day was arranged by Fazer Amica restaurant which is located at Normet's premises. The coffee table was set at the main hall by facility maintenance a day before and the Amica staff brought the breakfast a little before the visitors arrived. The main hall worked as an info and coffee point where visitors could get coffee between the workshops and ask questions from the organizers if needed.

Facility maintenance was controlling the traffic in the morning and directed cars to the guest parking, and buses in front of the main door which gladly many had used. The day started with morning coffees and snacks in the main hall. Hosts from strategic sourcing gathered the participants of their groups which were divided into seven. Each host had a list of their group members and A4 paper-board with the group number on it. The groups were easily found when the hosts started by showing the number and calling their groups with them one group at a time.

Each group started a workshop in an appointed meeting room and one group went straight to the factory tour. The organizers made sure all guests found their groups and waited if someone arrived late. The group hosts were responsible to follow up on the schedule so that all workshop topics were covered. The organizers, on the other hand, were monitoring the schedule by following up on the factory tour flow. The whole day went as planned; all workshop groups stayed on the schedule and some groups had enough time to get extra rounds of coffee.

The workshop schedule was designed to avoid overcrowding in the restaurant. Three groups ended their workshops at 11:15 am, three at 11:30 am and the last one at 11:45 am. The last group (group number 2) involved local suppliers who were assumably traveling with their own cars and did not need to hurry to the organized transportations.

Buses for return transportations arrived at the factory around 12 o'clock and left at 12:30 pm. The organizers checked the main hall and the restaurant if there was still someone coming before they allowed the buses to take off. One of the buses drove first to the train station and then to the hotels, and the other one went straight to the hotels. One smaller bus took the guests to Kuopio airport.

After the event was completed and visitors on their way back home, the organizers cleaned up the posters, unloaded a car from Thursday items and took everything to their own places. The organizers, the project manager and Team Leaders of Operative Purchasing shortly shared thoughts about how the event went. A link to a feedback form was sent to the guests right after the event.

7.3 Finalization

Close-down activities can be divided into three categories. Physical close-down means clear-up actions, and administrative completions mean paying outstanding invoices and completing the accounts which shows if the budget has kept. The purpose of evaluation and recording is to get to know the event success and which are the improvement areas for next time. (Shone and Barry 2004, 215-220.)

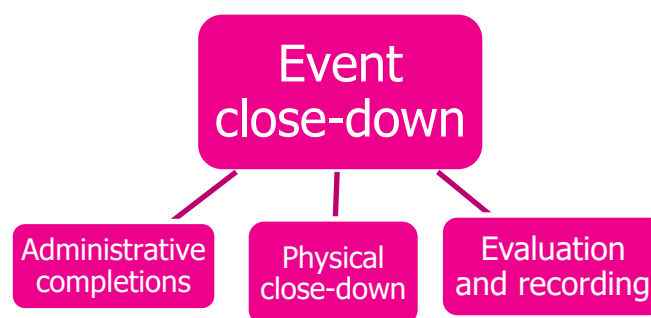


FIGURE 12. Event finalization activities (adapted from Shone and Barry 2004, 215)

Finalization phase and after sales marketing start after an event. It is possible to show the appreciation of participation to the event. This phase includes thanking everyone who was involved, delivering materials, gathering and analysing feedback, making a summary of the event and continuing it on social media. Altogether, after sales marketing is not only targeted for guests but also for event makers. (Vallo and Häyrinen 2016, 220-221.)

Objectives for the event are settled in the planning phase. Events have different objectives, and different methods to measure them suit better for some than others. One important is feedback which should be compared to the objectives of the event to be able to say how well the objectives were achieved. (Bowdin et al. 2011, 632; Vallo and Häyrinen 2016, 224.)

Gathering feedback from both groups, the guests and the event makers, is an essential part. A summary and an analysis give very valuable knowledge and enable learning process for the whole organization. To get qualitative data, it is possible to arrange in-depth interviews or observations by management, staff and stakeholders. Feedback can be given in writing on a paper form or an electronic form but it is worth to gather also oral feedback, which the project organization has got, and write it down. There are many ways to get data for evaluation. (Bowdin et al. 2011, 636-639; Vallo and Häyrinen 2016, 220-221, 225-227.)

There are some guidelines how to get as many responses to feedback forms as possible. The importance of feedback should be clarified during the event and answering should be easy and during or right after the event so that the event is fresh in memory. People should be told how long it takes to answer. Questions should be formed to be understandable and so that they give a comprehensive picture of success. Feedback form should be attractive and possibly personalized. People can also be enticed to answer by a prize or by giving something to charity from every response. (Vallo and Häyrinen 2016, 225-227.)

A wrap-up and a feedback meeting with the project organization and the event makers is good to keep soon after the event to have the event still interesting in mind. The purpose is to undergo feedback from both groups, the guests and the event makers, and evaluate if objectives have been achieved. The wrap-up should be documented with pros and cons as well as add a planned and an actual budget. (Vallo and Häyrinen 2016, 228-229.)

Post-event evaluation not only helps in evaluating the outcome but can also be seen as a continuation for the life cycle of the event (figure 3). In addition, a project manager can improve own skills or methods in managing the event. The knowledge got from one event can be very beneficial when planning the next. (Bowdin et al. 2011, 633-634.)

Two different feedback forms were made; for guests and for Normet personnel who participated to the event in some way. They were made in Microsoft Forms application as Normet had Microsoft tools available and it made collecting and analysing responses easier.

Feedback from guests

Feedback form for guests asked evaluation for actions before and during Supplier Days and for the outcome of Supplier Days. The alternatives for replies were disagree, slightly disagree, cannot say, slightly agree and agree. Evaluation for matters such as venues were asked on a scale very poor to excellent. In addition, one question was on a scale one to five and two questions were open questions. (Appendix 9.)

A participation percentage for the event was about 72%. This was an estimation as the invitation was first sent to 110 people, added by 13 people, and depending on a firm, it was sent mainly to one or two persons but some changes in participants or headcounts were allowed. 55 feedback responses were got which means that a response rate was 62% (55 responses/89 participants). Responses were given anonymously.

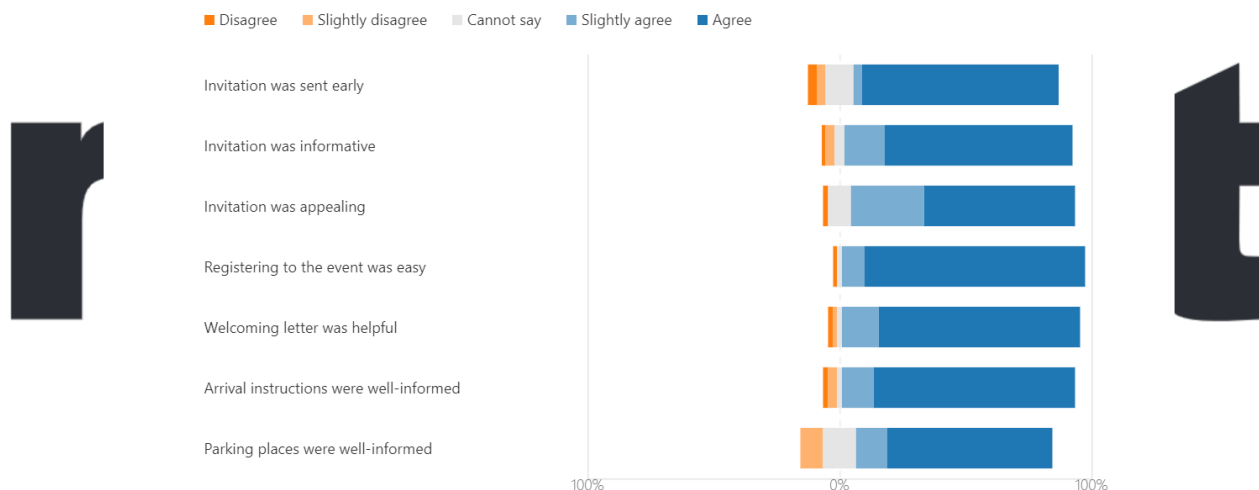


FIGURE 13. Feedback of actions before Supplier Days

Assessment for actions before Supplier Days was as hoped for (figure 13). Most of the responses were very positive. Two people responded for three first questions *cannot say*. As there were some registrations from people who had not been personally invited, a reason for the responses might be that they did not get the invitation. Disagreements for invitation informativeness were explained in replies to the open questions so that the complete agenda should have been sent earlier. This might have also affected to invitation attractiveness, although, most people kept it appealing. Three last questions basically measured if people had familiarized themselves to the welcome letter. Five people regarded that parking places were not so well-informed. One respondent disagreed or slightly disagreed for all statements and the reason did not emerge.

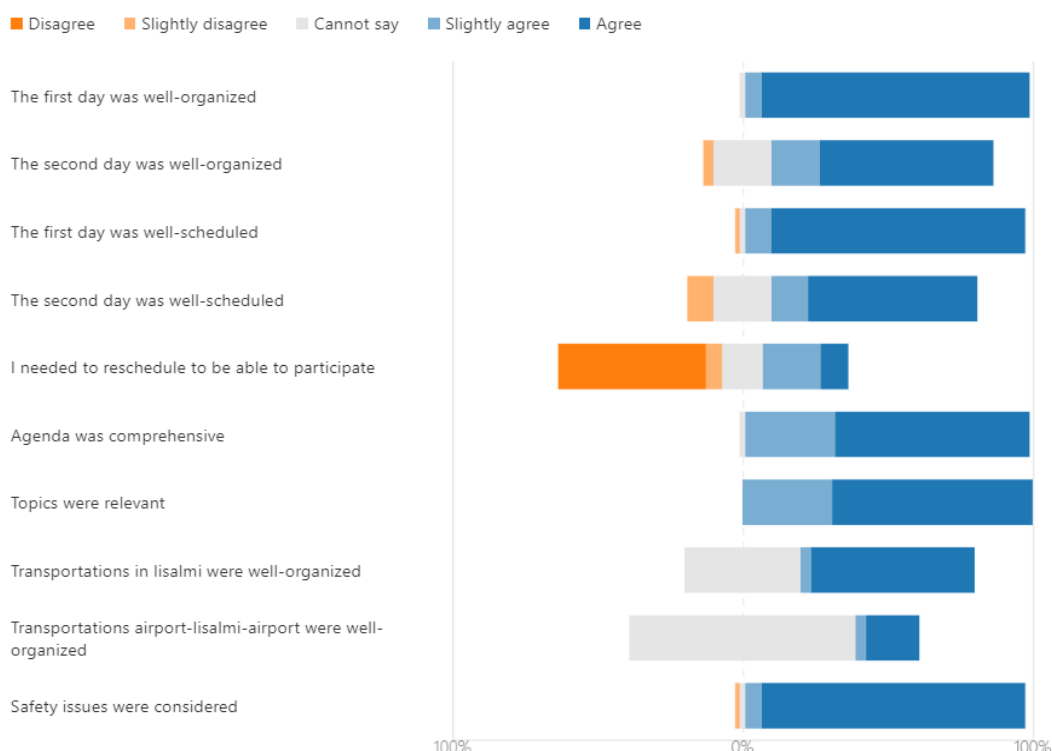


FIGURE 14. Feedback of actions during Supplier Days

Actions during Supplier Days got mainly positive evaluations (figure 14). Organizing the second day got two and scheduling the second day got five *slightly disagree* responses. A couple of these might be due to opinions that one day should have been enough and that the complete agenda should have been published earlier, according to the replies to the open questions.

29% of respondents answered that they needed to reschedule. Invitations were sent during holiday period and for some, it was sent even a month later when it was noticed that it was possible to send more invitations. The effect of holidays to enrolments was also noticed by the organizers and that it why reminders were sent and registration period extended. A comment *If there is schedule changes in last minutes, it would be good to know before booking the flights* might stem from return transportations. The information about them was not added to the invitation but announced only less than a month before the event for those who had reserved a place for the transportation from the airport on Wednesday evening.

Topic relevance, transportations and safety issues got good ratings. The respondents were also asked to evaluate if topics matched with expectations. According to 52 responses, mean was 4,29 on 1-5 scale, 1 being the worst and 5 the best.

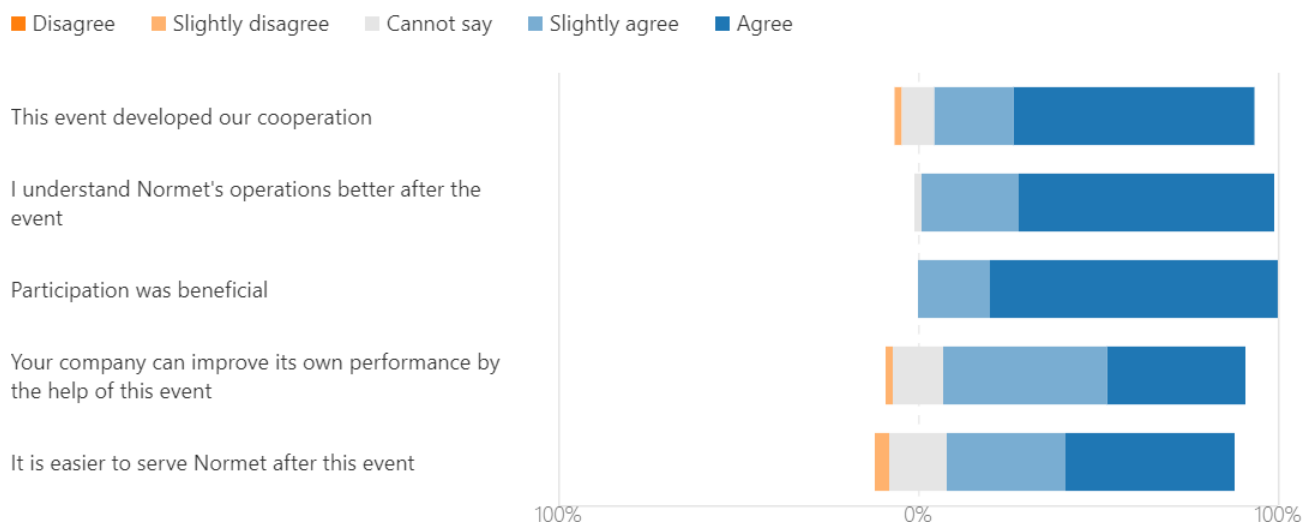


FIGURE 15. Feedback of the outcome of Supplier Days

The outcome of Supplier Days part showed how the main objectives were achieved (figure 15). Objectives such as building priority with the suppliers and sharing strategy and expectations towards the suppliers, were measured by questions shown in figure 15. 71% of respondents answered either *agree* or *slightly agree* and 31% answered *agree* to all questions. According to the results, the objectives were well fulfilled.

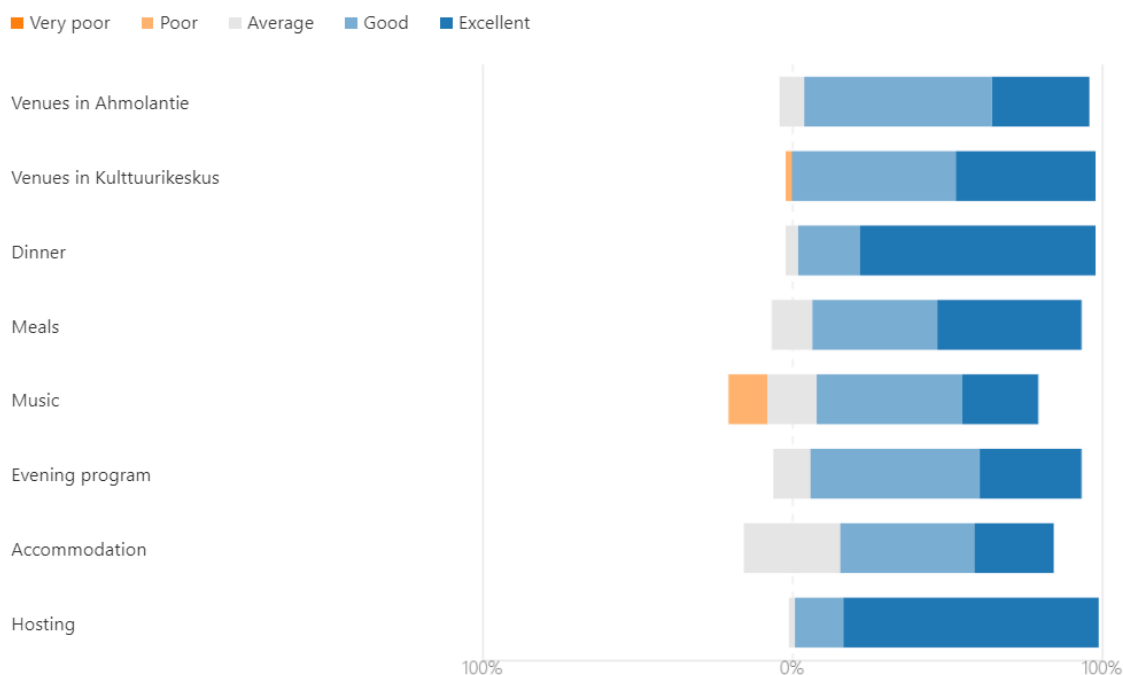


FIGURE 16. Evaluation of matters during Supplier Days

Evaluation based on matters shown in figure 16 were mostly good and excellent. Six people thought that music was poor which might be because jazz music was so loud in such a small space. Therefore, they only performed few short periods. Dinner was very successful according to also oral feedback. 78% responded that hosting was excellent which means that the organizers and hosts on both days did their job very well.

First open question was *What was the most benefiting in the event?* The guests valued meeting face to face and having discussions with Normet staff and top management. They also saw it beneficial meeting people from other companies. According to the comments, the guests kept Thursday very informative and comprehensive; it was benefiting to learn about trends, Normet's future plans and strategies to reach targets, and also to learn about new products, challenges and expectations from suppliers. As one comment summarized: *From customer to design table, through the manufacturing and purchasing strategy all the way to the long perspective targets.* Furthermore, there were few who said that the most benefiting were the workshop discussions on the second day.

Another open question was *Improvement ideas for next supplier days.* The findings were as follows:

- Sending invitation earlier.
- Sending complete agenda earlier. The second day covered more interesting topics than the invitation indicated.
- No direct competitors into same workshop groups; participants could better collaborate and share ideas freely and in more detailed level which could be more useful for Normet. Especially in workshops of technology. (7 similar responses.)
- Informing schedule changes earlier.
- Involving planning department in workshops.
- Organizing supplier days every year in some level / in every two years and in Iisalmi.

- More breaks between presentations.
- A keynote speaker from mining industry.
- Evening program in a place with more space.
- Starting later in the morning after dinner program.
- Teamwork of hot topics in small groups.
- More time for workshop of supplier improvements.
- Collecting safety improvements from suppliers during the factory tour.
- Packing it to only one-day event.
- Detailed product information.
- Perhaps more workshops.

This was as such a very good, not too full and busy venue and covered very interesting and relevant areas leaving still also enough time for discussions and networking. I can not help myself thinking back to my years within company X (name changed) when local head of Power Plants welcomed everybody to Xmas party ending his not too long speech saying: Hi guys, let's make money and have some fun! This is the very positive feeling that I felt also during the 2 days in Iisalmi. We need to work hard, but should not forget to celebrate every now and then in order to keep up the fighting spirit.

- *A guest, feedback form 10th September 2019*

Excellent overview on what's going on on Normet and in your network in various areas with very suitable time schedule. I would even dare to say with my +20 years within SCM in various organizations, that this was one of the best sessions I have participated. So thanks again, these 2 days were very well spent time from my point of view and I will be happy to join again when possibility comes.

- *A guest, email 11th September 2019*

Feedback from personnel

Feedback form for Normet personnel was formed a little differently. The purpose was also to measure how the organizing was succeeded so that they could do their tasks well. In addition, their opinion of the event was valuable. Feedback was sent to 33 people and 17 replied so the response rate was 52%.

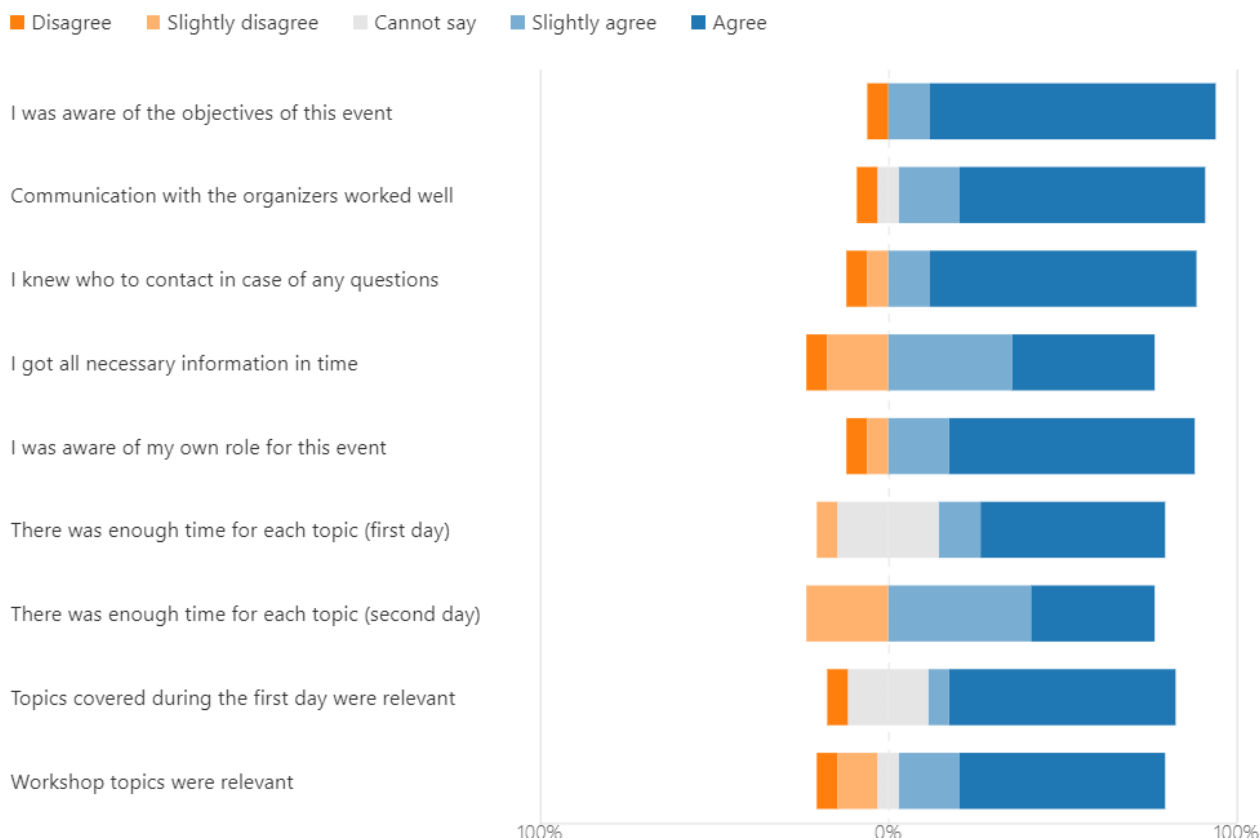


FIGURE 17. Evaluations from Normet personnel

After checking individual responses, it was clear that one person had not understood the terms correctly as he/she had responded *disagree* or *slightly disagree* for all but rated the event 5 and commented that everything went well.

Therefore, the results showed that personnel knew the objectives, own roles and who to contact, and communication worked well. Those who participated on the first day, thought that there was enough time for each topic, and they were relevant. Overall, three responses showed that information could have been delivered earlier, another three that workshops would have required more time and a couple did not see the workshop topics as relevant.

Three questions were asked on a scale 1-5, 1 being the worst and 5 the best. *How well was the event planned?* got an average 4,24 and a question *How well was the event performed?* got 4,35. For *overall rate for the event*, mean value was 4,24.

Furthermore, three open questions were asked:

- *Do you have any development ideas for this event?*
- *Which areas were accomplished well?*
- *Any thoughts you would like to share?*

Personnel noticed development areas in communication streamlining, so that everyone would get the same message and early enough. As the event is a big effort for everyone involved, it should be

organized every other year at most. Workshop content and targets could be more specific, and suppliers should have the possibility to add workshop feedback for later contacts. A final customer could be asked to speak. It would also be useful to attach suppliers for example to share their experiences of working with Normet. A microphone would have been needed at Raatihuone as it was hard to hear award-giving in such a complex building.

A few people thought that everything was accomplished well. Special mentions were got about topics, scheduling, speaker choices and the whole project team preparation as well as the supplier selection. It was also mentioned that the dinner program made it possible to talk about open issues with suppliers and to get to know each other.

Additional comments were mainly very positive; the organizers got thanks and compliments and feedback that these were one of the best organized supplier days. A wish of saving all materials as a guide for a next event was given. The event was described as a good opportunity to meet the suppliers and for suppliers to learn. One negative feedback was given about the lunch at Culture Center that the food was poor and service dishes were too small.

Feedback meetings were also held between the project manager, strategic sourcing and the organizers and a shorter one between the project manager and the organizers. Oral feedback and workshop discussion notes were shared. Received spoken feedback from suppliers had only been positive including that everything went smoothly without surprises and now they understand better what Normet does. Suppliers had suggested that Normet could give them feedback from end users as they are the people who use the suppliers' components long periods of time. Workshops had been very successful in some groups but in some, they did not get full potential. This was affected by the type of suppliers such as subcontracting, or group formation (competitors) or language barriers. Quality workshops would have needed more time as it was a subject that interested suppliers. Sourcing wished for earlier planning and informing of workshop content. Finally, notes and actions made based on workshop discussions and Thursday presentations were sent to suppliers.

Cost evaluation

The final costs were 9,64 % less than the budget assessment. Most of the savings were possible because the number of attendees was less than expected. The budgeted headcount was intentionally a little higher to avoid exceeding the budget.

There were some clear differences between budgeted and actual costs. Savings were got from the second day as it was possible to organize everything at Normet's premises and cancel Raatihuone which was first booked for 70 people. The jazz duo costed more than budgeted for a band as the sum was assumed when thought that Normet's own band could play. Not so many buses were overall needed for transportations as places were only reserved for those who had enrolled to airport transportations, for those staying at the hotels and coming to Ahmolantie on Friday, plus some extras. Marketing costs were a little higher than assumed due to the gift bags because the prices were

not yet in knowledge when the budget was made and because notebooks were later decided to order with Normet logo. Some tiny costs such as flyers were not calculated into expenses of the event. In addition, internal working hours were not included in the event budget, neither in actual costs.

TABLE 5. A planned budget compared to actual expenses, in percentages

Procedure	%
Meeting venues	+0,48 %
Meeting packages	-29,39 %
Dinner	-2,63%
Transportation	-28,48 %
Marketing material	+19,36 %

8 DISCUSSION

From the organizers' point of view, the event succeeded better than imagined. Plenty of compliments were got from the suppliers during the event including "the best supplier days I have ever been". It felt that a stronger cooperation was built between Normet personnel and the suppliers as well as between suppliers. Safety issues were also taken very well care of by everyone so that zero risky situation occurred; traffic control worked and guests were safety trained and guided at the factory all the time.

Certainly, there were development areas which were not visible for everyone. Two meeting rooms booked at Culture Center were not used at all and many smaller meeting rooms were not used at Ahmolantie. For our knowledge, only one meeting between sourcing manager and a supplier was held. Next time, so many meeting rooms are not needed if the program is as full, or perhaps half of one day could be reserved for the meetings. For timing reasons that the event had to be organized on Thursday and Friday, it was kept better to finish early so that people could catch the flight or reach home early.

In addition, return transportations to the airport should be mentioned already in the invitation. Not so many or not so big rides are necessary as people for airport-Iisalmi transportations appeared even less than expected. For the dinner, a microphone is required that people can hear a welcoming speech and a possible award-giving. People should get a confirmation of enrolment to email – this could have been possible through Microsoft Forms but it was noticed later. Better investigation of other events' overlapping which concern Normet or suppliers would be needed. In the beginning of planning, the to-be-invited Normet personnel should be clarified more carefully so that all the information could reach everyone from the beginning. Lastly, we strongly encourage to take along operative personnel (eg. operative purchasing) as that was highly appreciated.

According to the project manager, future will show how the objectives of the event were reached. Indication from the feedback is positive, referring to sentence *It is easier to serve Normet after this event* (see figure 15). Things which helped to reach the objectives were diversity of speakers and topics, and credibility of speakers such as Normet's Senior Vice President and Head of Global Equipment Business Line was telling about strategy. Entirety was uniform with a common thread running through including certain repetition. During workshops, the suppliers were allowed to speak and Normet personnel were in a listening mode.

9 SUMMARY

The idea for the event came originally in our knowledge from Operative Purchasing Manager as we both were doing our internships at Normet. When the approval for planning the event was got from Vice President of Strategic Sourcing, project plan was written, offers asked and a budget suggestion built. After clarifying what was the best time for the event and a budget approval got from a higher party, Normet Supplier Days was decided to be organized on 5th and 6th September 2019.

Few things were top priorities at the beginning. We were in a hurry to send the invitations to suppliers right after a list of guests was provided as the summer holiday period was coming up. Hotel rooms, other venues and initial transportations were booked. During summer, event program was finalized and event materials were prepared or ordered. Budget was followed throughout the time.

On Thursday 5th September, the event started at Iisalmi Culture Center. The day included wide range of presentations from people at different positions in Normet. Evening program and dinner were organized at Restaurant Raatihuone. The following day included workshops and factory tours at Normet's own premises. Altogether, 89 guests and about 35 people from Normet participated to the event.

Feedback was collected from the guests and Normet personnel and it was mainly very positive. Agenda was comprehensive and instructive, and guests valued discussions and meeting Normet people face to face. Clear development areas were in information giving early enough as well as in workshop targets and in group division.

Thesis objectives were fulfilled as the event was a success and the gathered feedback was inclusive and handled throughout. Future will show how the client organization's objectives were covered but from the spoken and written feedbacks, cooperation with suppliers was strengthened, some deals were kicked forward in discussions during the event and guests learnt plenty about Normet. According to the feedback, the event had the right organizers and probably this can help in cooperation between Normet and Savonia UAS in the future.

Personal objectives were fulfilled as organizing the event helped us to meet and build connections not only with the suppliers but also inside Normet. It was also very instructive to understand what aspects need to be considered when organizing a business event comparing to for example a consumer event. Organizational skills were improved as tasks needed to be scheduled and divided systematically. In addition, we improved our abilities to endure stress as well as problem-solving and time management skills.

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APPENDIX 1: PROJECT PLAN FOR SUPPLIER DAYS

BACKGROUND

First proposal for this project came from Operative Purchasing Manager, Services business line. The idea was to organize supplier days in the Netherlands. Vice President of Strategic Sourcing, Markku Verkama, has given the approval to start planning the event. Although the location was changed from Maarssen to Iisalmi which will serve both Normet International and Normet Oy. Suppliers can be introduced to the functions of Normet's factory.

PURPOSE AND OBJECTIVES

The objective of the event is to convince the suppliers of Normet's future and why working with Normet is profitable for them. Expectations for the suppliers and of cooperation can be discussed. The purpose is to invite key suppliers and who has potential for future business. Project is important in sustaining and developing collaboration and communication between companies who contribute into Normet's business.

ACTION AND RESOURCE PLAN

ACTIONS	RESOURCES
<ul style="list-style-type: none"> • Decision of possible dates • Offers for accommodation and booking quotas • Invitations to the chosen suppliers • Offers for meeting venues and booking • Planning and booking meals • Offers for transportation and booking • Booking meeting rooms at Ahmolantie • Safety issues with Director of SQE • Agreeing about factory tour; hosts? • Planning the program and schedule for the dates; plan workshops with strategic sourcing • Create feedback form • Informing internally • Get guest permissions • Get headsets • Get marketing material • Plan evening program 	<ul style="list-style-type: none"> • Investment • Normet marketing material • Business gift • Safety vests and goggles • Work time of Jonna, Henry, Markku, sourcing managers, operative purchasing, management, factory tour guides • Headsets • Papers, pens etc to workshops • Cloakroom • Toilet signs • Place for luggage • Meeting rooms at Normet • Normet's band?

SCHEDULE

See Excel file.

BUDGET

This is an estimation of budget and will be changed according to the number of participants, meeting venue and dinner.

Approximately 140 persons

1st day

- Morning coffee 900€
- Lunch 2000€
- Afternoon coffee 900€
- Dinner (Beverages?) 4000€
- Meeting venue (9h; 1 hall and 2 smaller “classrooms”) 700€
- Evening program?
- **TOTAL 8500€**

2nd day

- Morning coffee
- Beverages in workshop rooms
- Lunch at Amiga } 2000€
- Headsets 100€
- Transportation 300€
- **TOTAL 2400€**

- **Total estimation of budget 10 900€**

- + Marketing material
- + Business gifts
- + Other expenses

PROJECT ORGANISATION

Project organization involves

- Jonna and Henry: organizing the event, hosting
- Markku Verkama: supervising the event
- Strategic sourcing team: deciding suppliers, planning workshops, participating to the event
- Operative purchasing teams: introducing themselves to suppliers, workshops

INFORMING AND COMMUNICATION

Invitation letters will be sent to the suppliers telling about agenda. In addition, the letters contain instructions for booking the accommodation and arriving instructions.

Information of the event will be updated to Intranet, and emails will be sent to personnel at Ahmo-lantie. It is important that everyone at the factory floor will be prepared when the groups of suppliers are coming for the tour. This will be informed around August – a couple of weeks before the event.

RISKS AND RISK MANAGEMENT

Director of Safety, Quality and Environment will be contacted for safety instructions. People working at the factory will be informed and walking paths will be checked before the factory tour. We will ensure that we have enough safety vests and goggles. There is a safety info for everyone before going to factory.

RISK	ACTION
Damaging Normet's image	Good and specific planning and preparation. Enough time for preparing and enough Normet's people during the event keeping everything in order.
Unexpected cancellations	Back-up plans for premises, dinner, transportation. It will be thought beforehand, where to ask for replacement.
Sick leaves	Gathering descriptions/instructions of all workshops to avoid any harm caused from sick leaves.
Many suppliers do not participate	Ensuring 'til which date it is possible to change meeting premises, dinner and transportation bookings, and asking replies for invitations. Program will not be final yet on that point, so we are able to change that.
Economical	Checking the dates for changes or cancellation of premises, dinner and transportation so that there will not be waste of money. We need to have quite exact number of participants for bookings and acquisitions.
Accidents in the factory	Every group in the factory tour gets safety information before entering. In case something happens, everyone should be aware how to leave the building or how to find first-aid equipment. Two guides per a group of ten will be enough to watch and react.
Visitors getting lost	Simple and understandable instructions for the city and schedules of the day will be sent beforehand. In Normet premises; visitors will be divided into smaller groups so that they are easier to control. We have every participant's contact information and accommodation in knowledge.
Lack of communication internally	Communication through several channels; email, intranet and face to face. Most important things will be discussed face to face with key people, factory supervisors for instance.

To consider if risks are worth to take, we visualize pros and cons in a SWOT analysis.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Normet is a growing company (strong market position) • Good recent years; now it is a good time for supplier days • The event does not require big efforts from employees as we organize it and we know the company already 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • The event is not part of the budget of this year • Many people are involved – lack of communication? • Safety issues will come up when such a big group is moving at the factory
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • The event can be organized by a reasonable price in Iisalmi • The event will create nice "fuss" and bring Normet's name up all over Europe • It will also build a better image locally as Normet's success can be noticed 	<p>THREATS</p> <ul style="list-style-type: none"> • Iisalmi is not the easiest location to arrive from all over Europe • Iisalmi is quite a small city so it is not easy to organize e.g. dinner for such a big group, or to have a back-up plan if they cancel

QUALITY ASSURANCE

All actions planned will be discussed with the project supervisor so that they will fulfill Normet's quality standards and match with Normet's values. A well-made and scheduled event will keep visitors active and make the event beneficial for all participants. Feedback will be gathered from the participants. Quality and price will be weighted in every decision; not always the cheapest or the most expensive is the best.

TERMINATION AND MONITORING

Participants will be asked to provide feedback in a week after the event. In the end of the event, we will highlight the importance of the feedback as by this we can measure how well we succeeded. We will analyze the feedback in our thesis and provide this information to strategic sourcing. This will be one step in sustaining and developing cooperation with suppliers as well. This will also help in planning the next supplier days as there might be several years in between.

The project will come to its end when the thesis report is ready and a final meeting, in which we will go through the event and the thesis process, is held.

APPENDIX 2: GANTT CHART FOR SUPPLIER DAYS

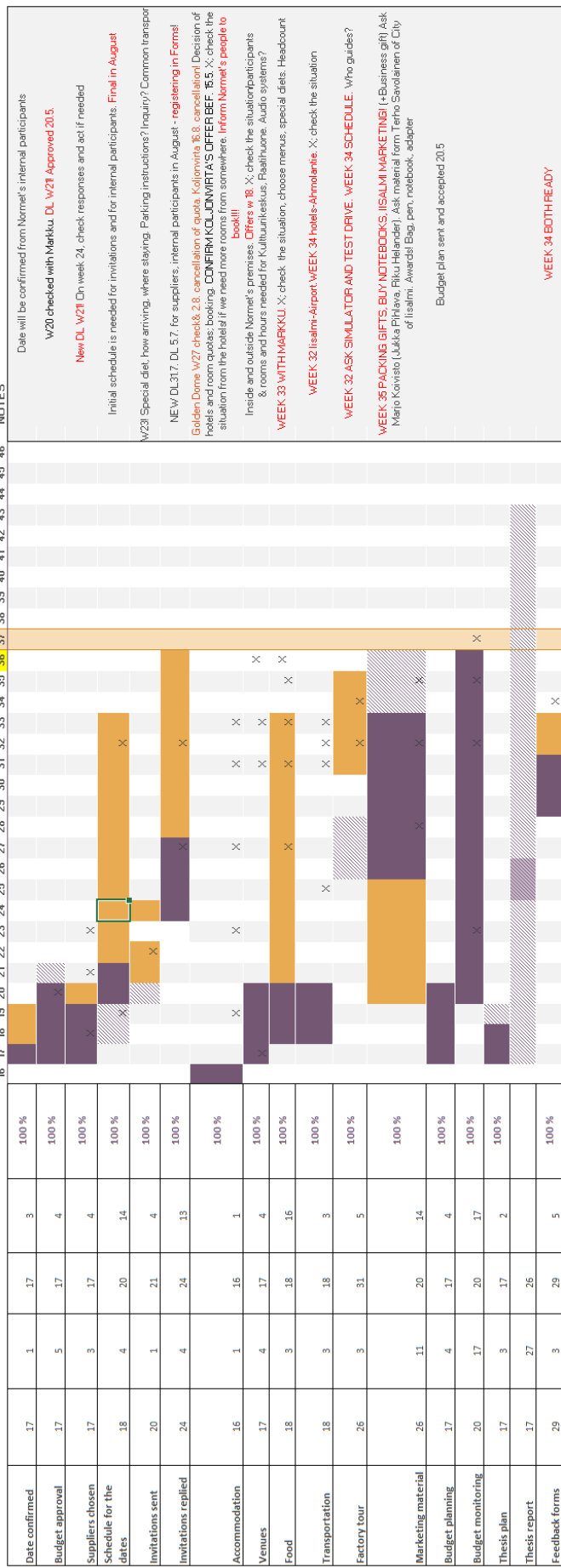
Supplier Days 2019

Select a period to highlight at right. A legend describing the charting follows.

Period Highlight: 37

Check up

% Complete (beyond plan)
 Actual (beyond plan)
 % Complete
 Actual Start
 Planned Duration
 Periods



ACTIVITY	PLANNED START	PLANNED DURATION	ACTUAL START	ACTUAL DURATION	PERCENT COMPLETE
Date confirmed	17	1	17	3	100%
Budget approval	17	5	17	4	100%
Suppliers chosen	17	3	17	4	100%
Schedule for the dates	18	4	20	14	100%
Invitations sent	20	1	21	4	100%
Invitations replied	24	4	24	13	100%
Accommodation	16	1	16	1	100%
Venues	17	4	17	4	100%
Food	18	3	18	16	100%
Transportation	18	3	18	3	100%
Factory tour	26	3	31	5	100%
Marketing material	26	11	20	14	100%
Budget planning	17	4	17	4	100%
Budget monitoring	20	17	20	17	100%
Thesis plan	17	3	17	2	100%
Thesis report	17	27	26		
Feedback forms	29	3	29	5	100%
Evening program	21	6	20	7	100%
Welcoming letters	28	1	29	5	100%
Workshop planning	23	11	20	16	100%
Guest permissions	34	1	36	1	100%
Announcing internally	34	1	34	1	100%
Feedback received	37	1	36	3	100%
Ask headset rental	22	1	25	1	100%
Details check, Technics check, gather Powerpoint	34	2	35	2	100%
Factory check	36	1	36	1	100%
Factory check	36	1	35	1	100%
Details bef. the event	36	1	36	1	100%
Final meeting	37	1	37	1	100%

Date will be confirmed from Normet's internal participants
 W20 checked with Markku. DL W21 Approved 20.5
 New DL W21 On week 24, check responses and act if needed
 Initial schedule is needed for invitations and for internal participants. Final in August
 W29 Special diet, how arriving, where staying, Parking instructions? Inquiry? Common transport
 NEW DL317, DL 57, for suppliers, internal participants in August - registering in Formal Golden Dome W27 check & 28 cancellation of seats, Kalliovirta 15.8 cancellation Decision of hotels and room requests booking. CONFIRM KOLJAVIRTAS OFFER BEF 16.5 X; check the situation from the hotel if we need more rooms from somewhere. Inform Normet's people to book!!!
 Inside and outside Normet's premises: Offers w 18 X; check the situation; participants 8 rooms and hours needed for Kulturikeskus, Raahume, Audio systems?
 WEEK 33 WITH MARKKU X; check the situation; choose menus, special diets, Headcount
 WEEK 32 Iisalimi-Airport WEEK 34 hotels-Ahmoantie X; check the situation
 WEEK 32 ASK SIMULATOR AND TEST DRIVE WEEK 34 SCHEDULE Who guides?
 WEEK 35 PACKING GIFTS BUY NOTEBOOKS (ISGALMI MARKETING) (+Business gift) Ask Marjo Korvisto (Jukka Pihlaja, Riku Helelander) Ask material from Terho Savolainen of City of Iisalimi. Awards! Bag, pen, notebook, adapter
 Budget plan sent and accepted 20.5
 WEEK 34 BOTH READY
 Normet's band asked from Niko Partanen. Mikko Lehtovirta, muusikkopisto. ?
 WEEK 33 READY; WEEK 35 PRINT AND SEND. Schedule of the days
 WELLMUUTTUUN KULTTUURIKESKUKSEEN
 Ompeluseuran 10.10.19
 Send safety instructions by email
 Factory will inform personal through email and team supervisors will make sure everyone are aware of the event. Intranet update.
 Where to place luggage, jackets, toilet signs, business gifts ready. Transportation 2nd day. Audio systems, Normet's meeting rooms: chairs etc. Reserve pens and papers, Banners, Print Kulturikeskus. In the beginning of the week. Powerpoints ready
 Walking paths, defibrillator, Goggles and vests
 Awards, roll ups, gift bags (flyers Smartdrive, general), GoPro from Merjo, meeting rooms ready. Possible to prepare Kulturikeskus?
 Guest list, visitor passes, goggles & vests.
 Strategic sourcing, Markku

APPENDIX 3: INVITATION

Dear Mr.,

We are warmly welcoming you to Normet's Supplier Days on 5-6.9.2019!

Where: Kulttuurikeskus / Culture Center
Kirkkopuistonkatu 9, 74100 Iisalmi
Other venues in Iisalmi will be announced during the event

Please register before July 5th by using this link:

<https://forms.office.com/Pages/ResponsePage.aspx?id=g0UxbGvfvESbgjtpHpzjWpo5FqQD6k1Gr6ktsS6aQ8hUR-jNFRFZPQU01WkxOMjBHV1M5N1hQSjhRWC4u>

Please be advised that there is limited space for this event. Thus, this is an individual invitation only.

Accommodation:

You can book accommodation by using Normet's contract price which is valid from 4th to 6th September. There are different room types available, the hotels will provide more information.

Original Sokos Hotel Koljonvirta

<https://www.sokoshotels.fi/en/iisalmi/sokos-hotel-koljonvirta>

Booking from

<https://www.sokoshotels.fi/en/iisalmi/sokos-hotel-koljonvirta>, sales.iisalmi@sokoshotels.fi, +358 10 785 6100

Reservation code **BNORMET** (booking before 15th of August)

Hotel Golden Dome

https://goldendome.fi/en_GB/

Booking from info@goldendome.fi, sales@goldendome.fi, +358 17 812 244

Remember to mention **NORMET** while booking. (booking before 2nd of August)

Arrival instructions:

It is possible to arrive to Iisalmi by car, train, bus or by plane to Kuopio airport.

We will arrange transportation from the Kuopio Airport to Iisalmi for participants arriving on Wednesday September 4th on Finnair flights AY371 at 7.45pm and AY375 at 10.30pm. Please inform us if you plan to use these flights. We advise you to book your flights early.

Flights

- Finnair <https://www.finnair.com/fi/gb/>

Train

- VR <https://www.vr.fi/cs/vr/en/frontpage>

Bus

- Matkahuolto <https://matkahuolto.fi/en/>
- Onnibus <https://www.onnibus.com/home>

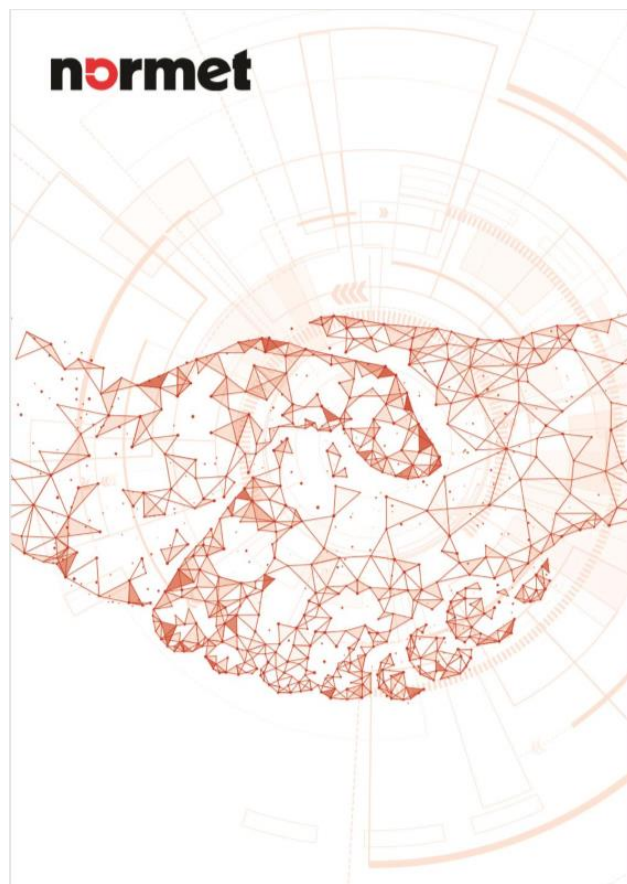
If you have any questions considering the event, do not hesitate to contact us via email: supplierdays@normet.com

Best Regards,

Jonna Poutanen & Henry Keinänen | Purchasing Trainees

Normet Oy

Ahmolantie 6 | 74510 Iisalmi | Finland



Welcome to Normet Supplier Days 5.-6.9.2019!

Normet has experienced strong business growth and we plan to continue on that path. You, as our supplier, are in a key position to help us meet the opportunities ahead.

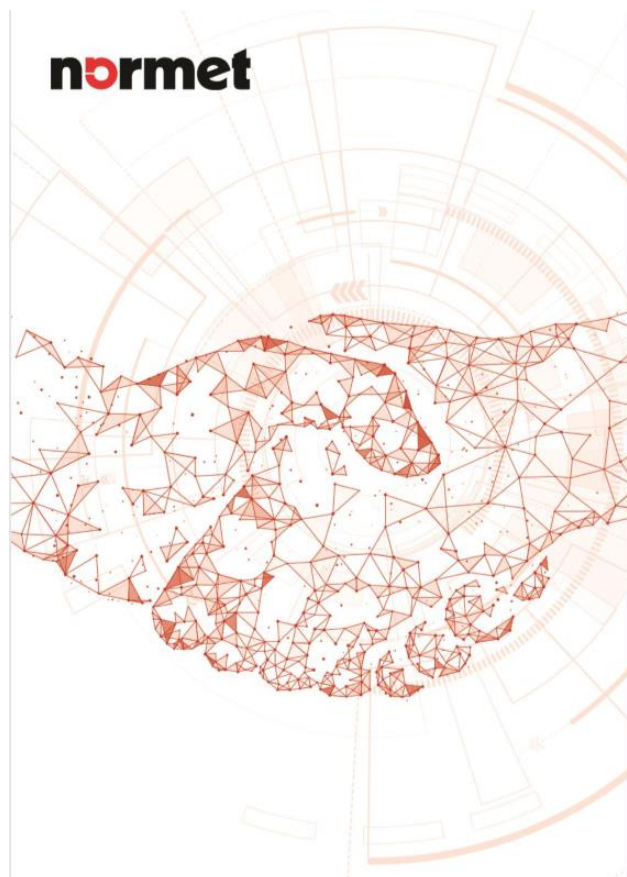
During the event, we will share Normet's strategy and how we plan to develop our business and operations - and what all this brings to you. There will also be an opportunity for a factory tour and group discussions about how to take the business forward together.

Normet Supplier Days will be held in the city of Iisalmi, Finland where Normet was originally founded and where the main manufacturing facilities are still located.

We believe this will be a great opportunity to strengthen our cooperation for the journey ahead.

Looking forward to seeing you Iisalmi!

Markku Verkama
VP Strategic Sourcing, Normet



Thursday 5 Sep 2019 (program starts 9.30am)

Normet's vision and strategy

Normet's product offering: Opportunities for suppliers

Growing with Normet: How to be successful with
Normet Operations and Services

Introducing Normet sourcing and purchasing

Dinner and supplier awards

Friday 6 Sep 2019 (program ends 12.30pm)

Factory tour in groups

Sharing ideas and experiences in groups

APPENDIX 4: ENROLMENT FORM

1. Name

2. Company

3. Email

4. Phone number

5. I will participate to

- Thursday, 5th of September
- Dinner, 5th of September
- Friday, 6th of September

6. Accommodation

Please make the booking yourself based on the emailed instructions.

- Original Sokos Hotel Koljonvirta
- Hotel Golden Dome
- Other

7. Special diets or requirements?

Enter your answer

8. Topics you would like to cover during the Supplier Days?

Enter your answer

9. Are you arriving to Kuopio airport on Wednesday 4th of September and need transportation to Iisalmi?

- Finnair flight AY371, 7.45pm
- Finnair flight AY375, 10.30pm

APPENDIX 5: EVENT SCRIPT

TIME	ACTION	KEY CONTENT / MESSAGES	RESPONSIBLE PERSON
Week 36, 2019	Checking techniques	At Kulttuurikeskus	Jonna, Henry, Markku
September 5th, 2019			
8.00-9.30	Preparations at Kulttuurikeskus	Marketing material to seats. Toilet signs, place for luggage, cloakroom. Audio systems ready, microphone? Computer, Powerpoint presentations, videos ready. Banners! Registration table. Meeting rooms ready.	Jonna & Henry
9.30	Event starts		
9.30-10	Morning coffee	Visitor passes	Jonna & Henry
10-10.15	Opening words	Welcome, event agenda, safety during the event, "who's here"	Markku
10.15-10.30	Normet Group introduction + growth story + history		Aaro + video?
10.30-11.00	Equipment business strategy		Kari + customer video ?
11.00-11.30	Services business strategy		Mats + HZL CPH video + rebuild time-lapse video
11.30-12.00	Equipment offering		Mark + video about Normet equipment
12.00-12.30	Panel Q&A Session		Aaro, Kari, Mats, Mark.
12.00	Check Anna Sahlsten	Anna Sahlsten upstairs, Allin kammari downstairs	(Markku facilitates) Jonna & Henry
12.30-13.45	Lunch		
13.45-14.00	Normet procurement	Team introduction	Markku + sourcing + Sirpa + Noora
14.00-14.30	Demand planning and scheduling of Finland production		Ville
14.30-15.00	Coffee		
15.00-15.45	Developing Normet supply chain and growing with Normet		Markku & Heikki
15.45-16.15	Panel Q&A Session		Ville, Heikki, Markku (+ NN facilitates)

	Summary of the day	Instructions for dinner and the following day	Markku?
16.15-16.45			
16.45-	Leaving to hotels	Checking cloakroom and all 3 rooms	Jonna & Henry
18.30-19	Preparations at Raatihuone	Checking that everything is in order before guests arrive. Remind the chef	Jonna & Henry
19.00	Evening program starts at Raatihuone		
19.00-19.15	Welcome words, presenting menu	Welcome, safety, program, toilets, about the building	NN + chef
19-21	Dinner from buffet	Jazz	
20-20.30	Supplier awards		Markku & Petri?
20.30-21.30	Jazz duo		
22.00	Calling for the day		
September 6th, 2019			
7.00-8.30	Preparing meeting rooms	Pens, papers, tables, chairs, audio systems. Coffee table with Amica.	Jonna & Henry
8.00	Transportation from Golden Dome	Signs to meeting room doors, give group signs to hosts. Goggles and vests.	
8.00	Transportation from Koljonvirta	Driving by Koljonvirta	
8.15	Leaving to Ahmolantie		Jonna & Henry
8.00	Check-in guests?		Jonna & Henry
8.10-8.30	Instructing at the parking lot & at the lobby	Luggage to one available meeting room	
8.25	Arriving		
8.30-12.00	Program in groups	<ol style="list-style-type: none"> 1. Factory tour (45 min) 2. How to develop and improve supplier collaboration (45 min) 3. New technologies and trends which Normet should consider (45 min) 4. Presenting Normet quality organization and how it operates (~20 min) 5. Normet D365 and new supplier web – update (~20 min) Lunch	
8.30-12.00	Check meeting rooms	Cleaning between room changes	Jonna & Henry
11.30-12.30	Lunch	Amica booked. 11.30 groups 3, 5, 7 11.45 groups 1, 4, 6 12.00 group 2	
12.30	Transportation	To the airport and hotels	
12.30-13.30	Cleaning meeting rooms		Jonna & Henry

APPENDIX 6: WELCOME LETTER

**A warm welcome to
Normet Supplier Days
5.-6.9.2019!**






[#normet](#)
[#normetsupplierdays](#)

Thank you for joining Normet Supplier Days! We trust these two days will be productive and inspiring for all of us.

The program on Friday will include workshops in small groups in addition to the factory tour. Workshop topics include:

- How we can develop and improve our collaboration.
- What kind of technologies and trends you see as important to Normet's business.

We kindly ask you to prepare for these discussions beforehand.

Let's make the most of this time together and build even stronger cooperation for the journey ahead!

The dress code during the event is smart casual.

Those of you joining the factory tour, please complete Normet's online safety training before entering the factory area. You will receive a link for the safety training via email before the event. High visibility vests and protective glasses will be provided by Normet, and no additional PPE is needed during the tour.

SCHEDULE

6th September

A day at our factory

(Ahmolantie 6)

Bus transportation

We will organize transportations from hotels Golden Dome and Koljonvirta as parking space is very limited in Ahmolantie. We kindly ask you to use these transportations.

8:00 am Hotel Golden Dome – Koljonvirta – Ahmolantie
8:00 am Original Sokos Hotel Koljonvirta – Ahmolantie
12:30 pm Ahmolantie – Hotels
Ahmolantie - Airport

Factory tour schedule:

Group 1: 8:30 ->
Group 2: 8:45 ->
Group 3: 9:15 ->
Group 4: 9:30 ->
Group 5: 10:00 ->
Group 6: 10:15 ->
Group 7: 10:45 ->

Workshop topics:

- Future technologies & trends
- D365, supplier web & quality
- Supplier collaboration

Lunch in Amica restaurant:

11:30-12:30

SCHEDULE

5th September

Kulttuurikeskus

(Kirkkopuistonkatu 9)

9:30 Registration and morning coffee
10:00 Welcome to Supplier Days!
Normet Group Introduction
EQ Business Strategy
Services Business Strategy
EQ Offering
Panel Q&A
Lunch break
12:30 Lunch break
13:45 Normet Procurement
Demand Planning and Scheduling of Finland Production
14:30 Afternoon coffee
15:00 Developing Normet Supply Chain & Growing with Normet
Panel Q&A
16:15 Summary of the day
Raathuone
19:00-22:00 Dinner, supplier awards & live music

*Markku Verkama
Aaro Cantell
Kari Hämäläinen
Mats Strandberg
Mark Ryan*

*Markku Verkama & team
Ville Haatainen*

*Heikki Ojala &
Markku Verkama*

(Kauppakatu 22)

Group 4

Workshop	Starting time	Location/meeting room
Future technologies & trends	8:30 am	Isalmi
Factory tour	9:30 am	Factory
Supplier collaboration	10:15 am	Espoo
D365, supplier web & quality	11:00 am	Espoo

Group 5

Workshop	Starting time	Location/meeting room
D365, supplier web & quality	8:30 am	Santiago
Future technologies & trends	9:00 am	Santiago
Factory tour	10:00 am	Factory
Supplier collaboration	10:45 am	Santiago

Group 6

Workshop	Starting time	Location/meeting room
Supplier collaboration	8:30 am	Espoo
D365, supplier web & quality	9:15 am	Espoo
Factory tour	10:15 am	Factory
Future technologies & trends	11:00 am	Sweat mine

Group 1

Workshop	Starting time	Location/meeting room
Factory tour	8:30 am	Factory
Future technologies & trends	9:30 am	Isalmi
D365, supplier web & quality	10:15 am	Isalmi
Supplier collaboration	11:00 am	Isalmi

Group 2

Workshop	Starting time	Location/meeting room
Factory tour	8:45 am	Factory
Future technologies & trends	9:45 am	Jaipur
D365, supplier web & quality	10:30 am	Jaipur
Supplier collaboration	11:15 am	Jaipur

Group 3

Workshop	Starting time	Location/meeting room
D365, supplier web & quality	8:30 am	Salt Lake
Factory tour	9:15 am	Factory
Future technologies & trends	10:00 am	Salt Lake
Supplier collaboration	10:45 am	Salt Lake

Group 7

Workshop	Starting time	Location/meeting room
Supplier collaboration	8:30 am	Sweat Mine
D365, supplier web & quality	9:15 am	Sweat Mine
Future technologies & trends	9:45 am	Sweat mine
Factory tour	10:45 am	Factory

Please complete Normet's online safety training before entering the factory premises. You will receive a link for a safety training via email before the event.



PARKING AT THE FACTORY

Parking is allowed in P-zones, in front of the main door, and also on the side of Ahmoltantie, marked with red lines.



ADDRESSES

Hotels:

Original Sokos Hotel

Koljonvirta
Savonkatu 18
74100 Iisalmi

Hotel Golden Dome
Kirkkopuistonkatu 28
74100 Iisalmi

Check-in 15:00 →
Check-out 12:00 the latest

Normet Factory:

Normet Oy
Ahmolanatie 6
74510 Iisalmi

Conference place:

Kulttuurikeskus
Kirkkopuistonkatu 9
74100 Iisalmi

Dinner place:

Raathuone
Kauppakatu 22
74100 Iisalmi

CONTACT DETAILS

If you have anything to ask, please do not hesitate to contact the hosts:

Jonna Poutanen
+358 40 481 2292
jonna.poutanen@normet.com

Henry Keinänen
+358 40 627 5696
henry.keinanen@normet.com



PARKING IN THE CITY CENTRE

Parking is free of charge in Iisalmi. However, there are time limitations (1h-3h) on some streets in the city centre. Original Sokos Hotel Koljonvirta gives parking permissions for their customers. Red spots on the map show parking areas without time limitations or with 24-hour-limitation.

FEEDBACK

Your feedback is valuable for Normet. Please provide us feedback the soonest after the event:

<https://forms.office.com/Pages/ResponsePage.aspx?id=g0UxbGvfyESBgtpHozIWbB1Od1XGIBHnUakGn8YWRUQkqzT1hEQjBaMTBNY0lHUU1KTlZSIZXNv4g>



SAVONIA
AMMATILLISEN KOULUN
YHTEISTYÖKESKUS

APPENDIX 7: DINNER MENU

Ravintola Raatihuone

Lounasravintola
Ilvolanpirtti

Tilaisuus	Illallinen	13.8. VAHVISTUS
Aika	TO 5.9.2019	
Paikka	Ravintola Raatihuone	
Henkilömäärä	Illallinen 140 hlö	
Tilaja	Jonna Poutanen/Henry Keränen	
Menu	Menu 1	

Leipäjuustosalaatti
Yrttimarinoitua mozzarellaa
Metsäsienisalaatti
~~Pikkelöidyt kasvikset~~
~~Waldorffisalaatti~~
Lämminsavulohi
~~Katkarapu-caesarsalaatti~~
Mätihiyytelö
Poro-pastasalaatti
Paahtopaisti-ruohosipulipallot
Savustettua lammasta ja minttuhyytelö

Naudan ulkofilee ja Timjamikastike
Sitruunaista kananfileetä
Paahdettua porkkanaa ja parsaa
Perunalohkot ja yrttiriisi

~~Britakakku~~ **50€/hlö**

Pyydämme huomioimaan että emme peri erillistä tilavuokraa emmekä erillisiä tarjoilumaksuja. Tilat ovat asiakkaan koristeltavissa tai voidaan käyttää Raatihuoneen omia somisteita ja kukkakoristeita.

Hinta sisältää mainitun menun. ALV 14 % ja 24 % sisältyvät hintaan.

Emme peri erillistä tila- tai tarjoilumaksua. Laskutus tapahtuu vahvistetun henkilömäärän mukaan. Pyydämme vahvistamaan henkilömäärän viimeistään viikkoa ennen tilaisuutta.

Ystävällisin terveisin,

Olli Ylhäinen

Ravintola Raatihuone
+358 50 408 6009
ravintola@raatihuone.fi
www.raatihuone.fi

Ilvolanpirtti
+358 40 761 0152
ravintola@ilvolanpirtti.fi
www.ilvolanpirtti.fi

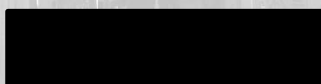
Ravintola Ylhäinen Oy
Kauppakatu 22
74100 Iisalmi
Y-tunnus: 2659564-7

Yrittäjä
Olli Ylhäinen
+358 40 963 2520
olli@ruoka-viini.fi

The Normet logo consists of the word "normet" in a bold, lowercase, sans-serif font. The letter "o" is stylized with a red dot above it.The background of the award certificate is a grayscale photograph of a tunnel. In the center, a large piece of heavy machinery, likely a Normet truck or loader, is visible. The tunnel walls are rough and rocky, and the lighting is dramatic, with bright spots from the vehicle's headlights and dimmer areas in the shadows.

NORMET SUPPLIER AWARD 2019

We are pleased to recognize



in the category of **Excellence in Collaboration.**

Thank you for your support, commitment and
outstanding contribution to Normet.

Aaro Cantell
Chairman and CEO
Normet Group Oy

Markku Verkama
Vice President of Strategic Sourcing
Normet Oy

APPENDIX 9: FEEDBACK FORM FOR GUESTS

Feedback form

1. Evaluate - actions before Supplier Days

	Disagree	Slightly disagree	Cannot say	Slightly agree	Agree
Invitation was sent early	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invitation was informative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invitation was appealing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Registering to the event was easy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Welcoming letter was helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arrival instructions were well-informed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking places were well-informed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Evaluate - actions during Supplier Days

	Disagree	Slightly disagree	Cannot say	Slightly agree	Agree
The first day was well-organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The second day was well-organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The first day was well-scheduled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The second day was well-scheduled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I needed to reschedule to be able to participate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda was comprehensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Topics were relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportations in Iisalmi were well-organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportations airport-Iisalmi-airport were well-organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety issues were considered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Evaluate - outcome of Supplier Days

	Disagree	Slightly disagree	Cannot say	Slightly agree	Agree
This event developed our cooperation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand Normet's operations better after the event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participation was beneficial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your company can improve its own performance by the help of this event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easier to serve Normet after this event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Evaluate

	Very poor	Poor	Average	Good	Excellent
Venues in Ahmolantie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Venues in Kulttuurikeskus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dinner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Music	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accommodation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hosting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What was the most benefiting in the event?

6. Topics of the event were according to my expectations



7. Improvement ideas for next supplier days

APPENDIX 10: FEEDBACK FORM FOR PERSONNEL

1. Evaluate the following

	Disagree	Slightly disagree	Cannot say	Slightly agree	Agree
I was aware of the objectives of this event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with the organizers worked well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I knew who to contact in case of any questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got all necessary information in time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was aware of my own role for this event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There was enough time for each topic (first day)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There was enough time for each topic (second day)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Topics covered during the first day were relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workshop topics were relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. How well was the event planned?



3. How well was the event performed?



4. Overall rate for the event



5. Do you have any development ideas for this event?

Enter your answer

6. Which areas were accomplished well?

Enter your answer

7. Any thoughts you would like to share?

Enter your answer