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**Organising a Hybrid Chefs de Mission Seminar  
for European Youth Olympic Festival 2022**

**Vuokatti**



Bachelor in Sport and Leisure  
Management  
Autumn 2021



**KAMK • University  
of Applied Sciences**

## **Abstract**

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**Title of the Publication:** Organising a Hybrid Chefs de Mission Seminar for European Youth Olympic Festival 2022 Vuokatti

**Degree Title:** Bachelor of Sport and Leisure Management

**Keywords:** chef de mission, chefs de mission seminar, European Youth Olympic Festival, event management, hybrid event management

This thesis is a functional thesis. The purpose of the thesis is to produce a plan for a hybrid Chefs de Mission Seminar for European Youth Olympic Festival 2022 Vuokatti. The commissioning party Kainuun Liikunta ry is one of the main organisers of European Youth Olympic Festival 2022 Vuokatti. The event will take place in March 2022 with nearly 2000 participants from 46 European countries. The athletes compete in nine different sports. Chef de Mission is a title usually used in Olympic family of events to describe the National Olympic Committee delegation leader.

An introductory Seminar is held for the Chefs de Mission. This thesis covers the most important aspects to consider when hosting a hybrid Chef de Mission Seminar for an Olympic family event by reviewing some of the theory behind the event, the roles of Chef de Mission and the Seminar, and modern event management. The production process based on this theory review concentrates on two guiding questions, first of which is what the best way is to organise a seminar to prepare the participants for the main event of European Youth Olympic Festival. The second question concentrates on what kind of content is needed to achieve the goals of the Seminar, i.e. that the participants get to know each key person in the Organizing Committee and get an understanding of how the EYOF event will unfold.

The final product is a hybrid Chef de Mission Seminar plan for EYOF 2022 Vuokatti that consists of three parts: the regulations from the European Olympic Committees of what the Seminar is expected to entail, an invitation to the Chefs de Mission with a preliminary programme, and detailed seminar plans for the Organizing Committee to follow.

The final product (in appendix 1) will be used as a tool for organising the Chefs de Mission Seminar for EYOF 2022 Vuokatti in December 2021. There is limited amount of practical information concerning Chefs de Mission Seminars and more sources for Organising Committees would be helpful. For other future EYOF Organising Committees, this work hopes to give some guidelines for designing and hosting a Chefs de Mission Seminar, as well as give ideas and suggestions on small-scale hybrid events. The work would be even more valuable had the plan been executed and evaluated, and the results reported along with the plan. Despite this, the final product will provide the hosts of European Youth Olympic Festival 2022 Vuokatti practical help in organizing the Chefs de Mission Seminar in December 2021.

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## 1 Introduction

The purpose of this thesis is to create a plan for the Chefs de Mission Seminar of European Youth Olympic Festival 2022 Vuokatti. European Youth Olympic Festival is a biannual competition celebrating the young European athletes, taking place in odd-numbered years. The event is predicted to bring approximately 2000 participants to Finland and the athletes will compete in nine different sports. The 2021 European Youth Olympic Festival was planned to be hosted in Vuokatti in February 2021. After a global pandemic break-out, the event was postponed twice: first to December 2021 and finally to March 2022. As the name suggests, the participating athletes in EYOF 2022 Vuokatti are 16 to 18 year old, slightly older than usually due to the postponements. (EYOF.org, n.d.b; EYOF2022.fi, n.d.b; Kaipainen, personal communication, 29.7.2020)

The delegations from different countries, or National Olympic Committees (NOC), are headed by Chefs de Mission. These heads of delegation attend a Chefs de Mission Seminar to familiarise themselves with the event and up to 200 participants are expected to attend. The Seminar is usually held in-person, inviting all the Chefs de Mission and up to two other delegation staff to see the venues and the Athlete's Village and meet the Organising Committee. (Lium, personal communication, 24.8.2020) The Seminar needs to be planned, organised, and hosted by the Organising Committee, mainly the Secretary General and the NOC Services department. As the NOC Services Manager for the European Youth Olympic Festival 2021, the client commissioned the author to plan the Seminar.

### 1.1 Commissioning party

The commissioning party of the thesis is Kainuun Liikunta, one of Finland's fifteen non-profit Regional Sport Associations. The Association has about 100 members, nearly all of them sport clubs. The vision and mission of the Association is to actively support regional competitive and non-competitive sport, as well as physical activity of different age groups. They value knowledge, co-operation and joy and respect different stakeholders. (Kainuun Liikunta ry, n.d.)

The Host City Contract (2016) was signed jointly by the Finnish National Olympic Committee and the municipality of Sotkamo. Nevertheless, the commissioning party is the main host the European Youth Olympic Festival 2022 Vuokatti. The Secretary General and other key members of the

Organizing Committee are employees of Kainuun Liikunta. The Association does not aim to benefit financially from the event, but rather the aim is to provide the region the opportunity to host and experience a high-level multi-sport event (Kaipainen, personal communication, 4.9.2021a).

## 1.2 Purpose and objectives

The purpose of this thesis is to produce a plan for a hybrid Chefs de Mission Seminar for European Youth Olympic Festival 2022 Vuokatti. The plan must take into account the in-person and online participants and help ensure that the Seminar goals are met. The thesis schedule does not allow for hosting the Seminar, but the plan will be evaluated by the Secretary General of the European Youth Olympic Festival 2022 Vuokatti.

The Chefs de Mission Seminar was planned to be held in Vuokatti in November 2020. However, early in 2020 a world-wide pandemic broke out and forced the organisers to reconsider how the Seminar would be held. The Covid-19 pandemic created restrictions in travel and large gatherings and required the organisers to reconsider how to accommodate the Seminar in case restrictions were forced in travel to Finland or in other, participating countries in Europe. A hybrid model was chosen to enable participants to select the safest and the most convenient option to attend, either in person or online.

The objective for the commissioning party is to have the Seminar planned on their behalf. The objective of this thesis for the author are to develop knowledge in hosting hybrid events by planning a Chefs de Mission Seminar for EYOF 2022. For the author, the thesis offers a chance to develop knowledge in event management as well as providing practical experience in organizing events online and in-person. The thesis will promote the author's competence in leadership and event management (KAMK, n.d.b).

## 1.3 Guiding questions and thesis outline

This thesis is a functional thesis. The final product (appendix 1) is a hybrid Chef de Mission Seminar plan for EYOF 2022 Vuokatti. The plan will consist of three parts: the regulations from the European Olympic Committees of what the Seminar is expected to entail, an invitation to the Chefs de Mission with a preliminary programme, and detailed seminar plans for the Organizing Committee to

follow. The commissioning party, Kainuun Liikunta, benefits from this thesis in having the mandatory Seminar being planned on their behalf.

The thesis will cover the most important aspects to consider when hosting a hybrid Chef de Mission Seminar by reviewing some of the theory behind the event, the role of Chef de Mission Seminar and event management. The production process based on this theory review will concentrate on two guiding questions:

- 1) what the best way is to organise a seminar to prepare the participants for the main event of European Youth Olympic Festival
- 2) what kind of content is needed to achieve the goals of the Seminar, i.e. that the participants
  - a. get to know each key person in the Organizing Committee
  - b. get an understanding of how the EYOF event will unfold.

The thesis begins with theoretical framework looking at event management as a whole, and moves further into theories supporting event planning in particular. European Youth Olympic Festival and the Chefs de Mission are key concepts in the thesis, and these are explored in chapters 3 and 4. The product process and justifications for decisions in the Seminar plan are given in chapter 5, and a final discussion follows in the last chapter. The final product is a hybrid Chef de Mission Seminar plan for EYOF 2022 Vuokatti that consists of three parts: the regulations from the European Olympic Committees of what the Seminar is expected to entail, an invitation to the Chefs de Mission with a preliminary programme, and detailed seminar plans for the Organizing Committee to follow.

## 2 Event Management in the Modern Era

It is important to lay a foundation of what events are and how they can be categorised (Getz & Page, 2016, 2-3). This foundation can help understand what makes an event experience a good one, and how to plan for success in the often long process of event management (Shone & Parry, 2013, 7). The worldwide pandemic has also forced the industry to take steps forward and start considering virtual and hybrid events (Nukari, 2021).

### 2.1 Definition of events

Events are occasions at given places and times, unique in a way that they cannot be replicated. Events can be classified in multiple ways, depending on what aspects are used to distinguish the events, for example the size, prestige, or the type of the event. There is discussion over what constitutes a *special* event, but Shone and Parry suggest that leisure, personal, cultural and organizational events form the four broad categories, based on the type of event objectives. The leisure category include leisure, recreational and sport events, the last of which are actual games or meetings with sport activity. There are various approaches to categorizing even these events, and one of them is the formats of sport events, for example regularly schedules games, tournaments or championships, one-off sport spectaculars, multi-sport events or sport festivals (Getz & Page, 2016, 46, 83; Shone & Parry, 2013, 7, 20-21).

Masterman (2009, 12-13) provides a simplified definition for event with unplanned and planned categories as the first divisive step (see Figure 1 below). Special events are then separated into major and minor events based on the size of the audience, the status and generated interest for example. There is no clear definition of where the line is drawn between major and minor events, but Masterman suggests that major events attract large audiences and wide media attention, have high status and prestige and can have traditions and legacies. Major events are divided to hallmark and mega events, although there is discussion in the literature over how these divisions should be made. Classifying the Olympic Games as hallmark or mega events for example varies between different authors. In the end, Masterman does not see the terminology or classification as important for the event manager, or indeed for the event participant.

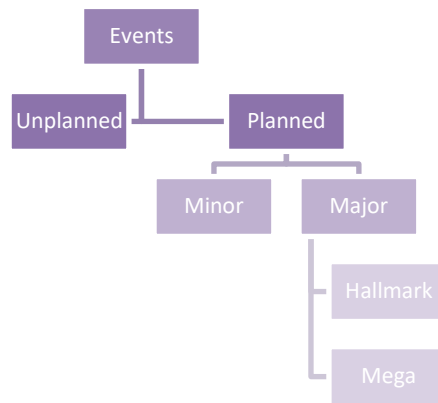


Figure 1. Definition of events from Masterman (2009, 12-13).

## 2.2 Event planning

Organizing successful events starts with planning. Shone and Parry argue that sitting down and thinking ahead about the event will help organisers to systematically reveal any opportunities or problems (Shone & Parry, 2013, 99). Planning the event will take up most of the time, even up to 75 % of all the time spent on the event and it can be considered as the most important aspect of event management (Masterman, 2014; Vallo & Häyrynen, 2016, 189). Depending on the event, the planning might start from having to decide what kind of event is hosted, or if the idea is ready, who will execute it (Shone & Parry, 2013, 99).

Some authors propose an informal approach to planning, but Vallo and Häyrynen present a planning tool, the Successful Event Model, for designing events to ensure that all aspects of the event experience are considered (Masterman, 2014, 69; Vallo & Häyrynen, 2016, 128). Other event management models also exist, but as an example Shone and Parry (2013) suggest a simplified diagram to follow for the activities related to event management (see Figure 2 below).





Figure 2. Planning as a management activity for an event adapted from Shone and Parry (2013, 118).

Shone and Parry suggest six key issues to be covered in the initial planning stage: why the event is held, who are involved, what will happen, as well as how, where and when the event is staged. They also suggest that the organiser gather information to make decisions, such as examine if other events are taking place at the same time either locally or related to the event field. This helps the organiser to draft an outline plan, that can then be further rearranged to into a more systematic and detailed plan (see Figure 3 below). (Shone & Parry, 2013, 119-120)



Figure 3. The planning process of events management adapted from Shone and Parry (2013, 120).

Most authors of event management theories will agree that in the first planning stages the purpose, or objectives, of the event must be established (Masterman, 2014, 75; Shone & Parry, 2013, 119; Vallo & Häyrynen, 2016, 121-122). Objectives can be political, social, cultural, environmental or economic in nature (Masterman, 2009, 63), but they must be clear, precise and easily communicated to and understood by everyone involved in the event (Shone & Parry, 2013, 118). One or two primary objectives keep the message clear (Shone & Parry, 2013, 118). Goals and outcomes specified by hosts also separate planned events from unplanned events, where the intentions or purpose of the participants might be ambiguous or even conflicting (Getz & Page, 2016, 64).

Edger and Oddy propose that one of the six most important cornerstones for successful experiential events is making sure that the event is targeted at the core customers (Edger & Oddy, 2018, 246). Vallo and Häyrynen address this question in the Successful Event Model by asking questions such as to whom the event is targeted and what kind of content they need (2016, 147, 251). Masterman, as well as Shone and Parry, state that this is part the first stage of the planning process; defining the objectives, ie. why is the event held and who benefits from it (Masterman, 2009, 59; Shone & Parry, 2013, 98). Possible stakeholders in events can be for example customers, suppliers, partners, investors, staff and external influencers (Masterman, 2009, 63-64).

An aspect not widely discussed in the event management handbooks is the invitation. Once the target audience and objectives are defined, Vallo and Häyrynen (2016) see this as an important introduction to the event for the participants. It should fulfil the expectations of the core customers, but simultaneously not make promises that the event organisers are not able to meet. The invitation will give the recipient an overview of what to expect and it should be undersigned by the host as well as the inviting organization to give it a personal touch. The invitation should include the nature of the event, number of people the invitation is for, the date and time and venue with arrival instructions. In addition it should include information such as if an RSVP is expected, the cost of the event for the participant, possible dress code and request for allergies or other special dietary requirements. A preliminary programme will also help participants to decide if they want to attend the event. The invitation is expected to be sent out well in advance to give the participants time to prepare. Sometimes the guests are asked to bring the invitations with them to gain entry to the event. (Vallo & Häyrynen, 2016, 154, 156)

For allowing the invitation to give a clear picture of the coming event, a programme or scenario must be scripted and included in the invitation. This scenario should include everything from the moment the participants arrive, until the moment the last one has left. (Vallo & Häyrynen, 2016)

A project management approach can be used to determine who does what, where and when (Masterman, 2009, 193). The designed scenario does not always work as planned, and the event managers should be ready to face potential changes and be able to react to them in the moment. For these situations it should be clear to all staff and volunteers who in the organization holds the ultimate decision-making power. (Vallo & Häyrinen, 2016, 196-197)

For a more simplified approach to planning an event, one could follow the Successful Event Model by Vallo and Häyrinen. The Model has two triangles - strategic and operational – that create a whole star: a successful event. Both triangles include three questions to answer when planning the event, totalling in six straightforward aspects to consider. (Vallo & Häyrinen, 2016, 121; Vallo, personal communication, 23.8.2020)

The strategic triangle forms the idea or the theme of the event. In the strategic triangle the first answer is sought out for why the event is organised, i.e. what is the purpose or aim of the event. Without a good reason, there is no need to organise an event. The second question is to consider who the event is organised for and think about how to best reach the event objectives considering the target audience. The last question is to think about what, where and when. (Vallo & Häyrinen, 2016, 121-123)

The operational triangle indicates how the event is implemented. The first question in the operational triangle is how the event is organised so that the objectives are reached. This is the process of planning, holding and marketing the event. The second question is what is the content or programme and how it is designed to meet the expectations of the participants. The third question answers who are the hosts of the event. It is important to make sure there is someone who is responsible for engaging and taking care of the guests. Hosts can be considered as bridges between the content and the guests. They pay attention to all the guests making them feel welcome and serve as the face of the event. Host preparation before-hand and knowledge of the event and guests ensures that the event flows seamlessly. (Vallo & Häyrinen, 2016, 125-127, 274, 277)

All the corners of the star must be balanced and functioning well to host an event that meets the participants' expectations. If one of the corners is weak or overpowering, the participants can feel the unbalance and realise that one or two aspects of the event are lacking. For example, a strong idea does not conceal a weak execution. (Vallo & Häyrinen, 2016, 128)

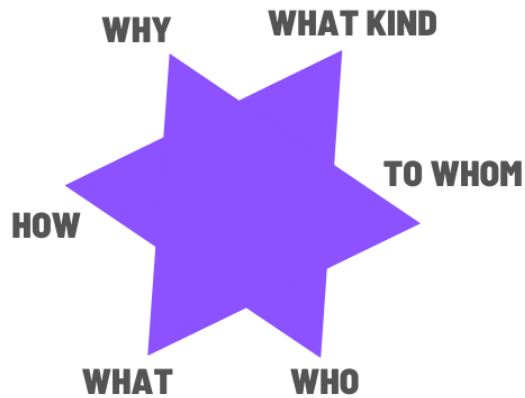


Figure 4. Successful Event Model star adapted from Vallo and Häyrynen (2016, 128).

### 2.3 Hybrid future of events

In the modern world, technology can be used to augment and replace face-to-face meetings. A study in 2010 found that reasons for hosting events online can be for example the chance to cut costs and employee time in travel and accommodation or wanting to promote climate friendly image of the company. Even with some obstacles, virtual meetings can be a viable way to reach meeting objectives efficiently. (Pearlman & Gates, 2010, 247-248, 261) Some authors have previously argued that the virtual experience would remain secondary to the live experience in many different fields (Getz & Page, 2016, 39-40). The pandemic era with travel restrictions and health concerns has made virtual events a compelling option though, and hybrid events are seen as the next step. Experts say that future events cannot be designed the same way as traditional, in-person events, and new creative ways need to be created. (Duchene, 2021; Godfrey, 2021)

The old way of using technology was to use online tools to share information via presentations and introducing participants through camera feed. The meetings could be recorded and shared later, and notes can be taken throughout the meeting. Here the pandemic era has also created new options and platforms for event managers to produce experiential and meaningful events. The event managers are not restricted to only a video and audio feed but can interact with the participants in new, creative ways before, during and after the event. (Duchene, 2021; Godfrey, 2021; Microsoft, n.d.b)

One of the challenges in having the audience in two places is creating a unified experience for all the participants, both online and in-person. This should be considered already during the planning stages and ensure that neither part of the audience feels isolated, or that the event was created

to the other group. It is even suggested that the event should be planned for the remote participants first. Many platforms and programmes have been developed in the pandemic era to accommodate and engage all shareholders of the event, including sponsors. (Nukari, 2021; VanCuren, 2021)

Technology is not always reliable, and the event manager or host will have to keep an eye on the platform and ensure it functions successfully. It is necessary for the event planners to understand the chosen platform and be able to use it to its full extend to ensure a good experience for all participants. This naturally requires some work before-hand to ensure that quality content is presented. (Duchene, 2021; Godfrey, 2021)

### 3 European Youth Olympic Festival 2022 Vuokatti

European Youth Olympic Festival is a European multi-sport event for athletes aged 14 to 18. Held under the patronage of the International Olympic Committee, the event belongs to the European Olympic Committees, an organization formed by the 50 National Olympic Committees in Europe. The event first began in 1991 in Belgium as European Youth Olympic Days. Belgium is the home country of Jacques Rogge, who started the events in his role as the President of the European Olympic Committees. (European Olympic Committees, n.d.; EYOF.org, n.d.b)

The Olympic Festival is held every two years, with winter and summer editions held in the same year. The first event in 1991 was a summer event, followed by a winter event in Italy in 1993. Usually approximately 1600 athletes and officials participate in the winter festival, while the summer edition has approximately 3600 participants. (EYOF.org, n.d.b; EYOF.org, n.d.c)

The event is the first opportunity for many young athletes to compete in large multi-sport event. The Festival has many Olympic traditions, including the flame and the athletes' and officials oaths, thus teaching the participant the values and ideals of the Olympic charter. Mr. Rogge's expectation for the event was to motivate young athletes from the beginning of their careers. (EYOF.org, n.d.b)

Different cities bid to host the festival each time, and Vuokatti has hosted a previous EYOF, then known as the European Youth Olympic Days, in 2001. It was the fifth winter EYOF, and 40 National Olympic Committees took part with 1111 participants, the biggest winter edition up to then. Competitions were held in seven sports: Alpine Skiing, Biathlon, Cross Country Skiing, Ice Hockey, Ski Jumping, Snowboard and Speed Skating. Finland has also hosted a summer edition in 2009 in Tampere. The event hosted 3302 participants from 49 National Olympic Committees in nine sports: Athletics, Basketball, Cycling, Gymnastics, Handball, Judo, Swimming, Tennis and Volleyball. (EYOF.org, n.d.c)

The winter editions of EYOF do not have as many team sports as the summer editions and have less participants. Traditionally there are ten sport disciplines in the winter EYOF: Alpine Skiing, Biathlon, Cross Country, Curling, Figure Skating, Ice Hockey, Nordic Combined, Short Track, Ski Jumping and Snowboarding (EYOF.org, n.d.d), although the EYOF 2023 Friuli Venezia Giulia will also host Freestyle Skiing and Ski Mountaineering (EYOF.org, n.d.a). Athletes will compete in nine sports in Vuokatti, when all but Curling are hosted in the EYOF 2022 Vuokatti event (EYOF2022.fi,

n.d.b). EYOF 2022 Vuokatti will be the most gender balanced EYOF to date, as girls' competitions are held in all the sports. This will be the first time in European Youth Olympic History an ice hockey tournament is held for girls as well as boys. (Eurolympic.org, 2019)

The contract for hosting the EYOF 2022 in Vuokatti was signed between the European Olympic Committees and the Finnish National Olympic Committee together with the municipality of Sotkamo in Minsk in 2016. The contract covers the preparation and holding of the EYOF 2022 and forms the basis for planning the Seminar. (Host City Contract, 2016, 1,4) According to the contract, the Chefs de Mission Seminar must be held three months before the EYOF. Some of the programme for the Seminar is outlined in the host city contract, as well as what the general session on day two should entail. (Host City Contract, 2016, 41-42).

The main host of the EYOF 2022 is Vuokatti, a town part of Sotkamo municipality. Due to the lack of a certified ski jumping hill and enough ice venues at the time of signing the host agreement, some of the sports take place in Kajaani and Lahti. (EYOF2022.fi, n.d.b) Sotkamo is a relatively small municipality of 10301 residents in 2020 (Tilastokeskus, n.d.). Despite the size of the town, Vuokatti is the official Olympic Training Centre for Cross Country Skiing, with some of the world's best training conditions for athletes (Vuokatti Sport, n.d.a; Vuokatti Sport, n.d.c). The area has also hosted several important events in the past year, for example the FIS Nordic Junior and U23 World Championships in February and World Para Nordic Skiing World Cup in March (Vuokatti Sport, n.d.b; Vuokatti Sport, n.d.d)

Sotkamo is the second biggest town in the region of Kainuu, with city of Kajaani in the lead with 36567 residents (Tilastokeskus, n.d.). Kajaani is 30 km away from the host town of Vuokatti, and will host Ice Hockey in the Kajaani Ice Hockey Halls (EYOF2022.fi, n.d.a; EYOF2022.fi, n.d.b). The Halls are the home of the local Ice Hockey team Kajaani Hokki, an important partner in organising the games and for example a VIP programme for December (EYOF2022.fi, n.d.b; Kajaanin edustushokki, 2021)

Lahti on the other hand is a bigger city in Päijät-Häme region with 119 984 residents in 2020 (Tilastokeskus, n.d.). Lahti is about 500 km away from Vuokatti and hosts Ski Jumping and Nordic Combined at the Lahti Sports Centre (EYOF2022.fi, n.d.a; EYOF2022.fi, n.d.b). The partners in Lahti, Lahden Hiihtoseura and Lahti Ski Games are experienced event hosts, who have hosted World Ski Championships regularly since 1926, most recently in 2017 (Kaleva.fi, 2009; Lahti2017.fi, n.d.). They also host annual Cross Country, Ski Jumping and Nordic Combined World Cup, "Salpausselän kisat" (Lahti Ski Games, n.d.)

#### 4 Chef de Mission

Chefs de Mission are the leaders of the mission staff, a group of individuals assisting the team of athletes and coaches participating in an event. The term Chef de Mission is typically used in the Olympic family of multi-sport events. Despite this, neither the International Olympic Committee nor the International Paralympic Committee have described the role officially, but rather left it to the National Olympic and Paralympic Committees to determine the exact tasks and responsibilities. (Peters, Frawley, & Favaloro, 2017, 176, 179-180) The other mission staff can be different depending on the event, but typically consists of volunteers in roles such as communication manager, ombudsperson, or sport technicals. (Legg, 2015, 203-206) Mission staff as part of international delegations are a key external stakeholder in sport events and the Chef de Mission possibly the most important leader in the mission staff (Parent & Smith-Swan, 2013, 17; Peters et al., 2017, 176).

The work of Chefs de mission is two-fold: they act as a link between the delegation and event organization, but at the same time provide support and guidance for their staff and athletes. In short, before and during the event, the role of the Chef de Mission is to lead the delegation and represent them at official functions and meetings. They must be able to plan an efficient tour and execute their plans. They can also be responsible for disciplinary matters, informing the staff and acting as lead spokesperson for the delegation. The success of the whole team can depend on the preparation done, or lack thereof, by the Chef de Mission. After the event they might prepare final reports, lead debriefing meetings and attend post-event reviews. (Legg, 2015, 208-209; Peters et al., 2017, 180-181, 188)

Chefs de Mission, along with other administrative staff and coaches, also provide important emotional, informational and social support for the athletes. The European Youth Olympic Festival is often their first multi-sport event, and a study done in the 2007 EYOF found that all the studied young Norwegian athletes felt their experience of the Festival was novel, and even overwhelming for some. In these circumstances, the support from skilled staff can make the experience more enjoyable and successful for the athletes by teaching them to cope with the stress of a new experience. (Kristiansen & Roberts, 2010)

Effective Chefs de Mission must be good problem-solvers in both interpersonal and administrative situations, as well as have technical knowledge that connects them with their senior staff and other stakeholders, in addition to the athletes and coaches in their delegation. There is no formal



education or training for the position, and often the best leaders are former high-level athletes and those with experience with managing big multi-sport delegations. (Peters et al., 2017, 187-189) The Chef de Mission is also legally responsible for the underage participants, which is why they aim to prepare for the event well in advance and expect to have detailed information (Lium, personal communication, 24.8.2020).

While the other mission staff can begin their work shortly before the event, Chef de Mission is usually appointed well in advance and begins preparatory work months, or even years, before the event. Tasks before the event can include budget preparation, developing team policies and operational plans, and assisting in selection of mission staff personnel. An important role is also representing the delegation, and one of the instances for this is the Chefs de Mission Seminar. (Legg, 2015, 208)

The Chefs de Mission are provided with a manual covering all possible aspects of the event. The first version of the manual is sent out a month before the Seminar for the participants to go through. The manual is then updated after the Seminar, considering any questions, proposals or other agreements made in the Seminar. The manual could be viewed as the first opportunity for the Chefs de Mission to get to know the event and the organisers. (Lium, personal communication, 24.8.2020) The manual is compiled in cooperation with the Secretary General and the different functional areas. (Kaipainen, personal communication, 29.7.2020) The Chefs de Mission Manual must be approved by the Coordination Commission, a small board appointed by the EOC, before it is sent out to the delegations (Host City Contract, 2016, 38). The manual is considered a binding promise from the Organizing Committee to the participants (Lium, personal communication, 24.8.2020).

The content of the Seminar is all based on the information in the manual (Host City Contract, 2016, 42), and therefore the manual is a critical element when organizing the Seminar and planning the content. For the EYOF, the Chef de Mission Seminar is required to be held three months in advance (Host City Contract, 2016, 9). The purpose of this Seminar is to share the planning of the event with the Chefs de Mission, as well as to reassure them that the Organizing Committee has everything under control and can deliver an effective event. These form the goals of the event for the organisers: to participants hope to get to know each key person in the Organizing Committee and get an understanding of how the EYOF event will unfold. (Lium, personal communication, 24.8.2020)

After the manual, the Seminar is the second opportunity for the Chefs de Mission to get to know the event and the Organizing Committee. Attending the Seminar in person allows for the participants to familiarise themselves with the most important places for the event and plan their journey. They also expect to meet key people in the Organizing Committee and be reassured that they can deliver a successful event. (Lium, personal communication, 24.8.2020)

## 5 Planning a hybrid Chefs de Mission Seminar

The purpose of this thesis is to produce a plan for the hybrid Chefs de Mission Seminar. The theoretical framework discussed above will help find answers to the two guiding questions:

- 1) what the best way is to organise a seminar to prepare the participants for the main event of European Youth Olympic Festival
- 2) what kind of content is needed to achieve the goals of the Seminar, i.e. that the participants
  - a. get to know each key person in the Organizing Committee
  - b. get an understanding of how the EYOF event will unfold.

Planning and producing sport events can be approached from different perspectives. Although the EYOF 2022 Vuokatti is a major sport event, the Seminar held before it will host only up to about 200 participants (Lium, personal communication, 24.8.2020). The production of the Seminar starts before the event, as the content must be ready for presentation at the Seminar. As described earlier, the presentations must follow the content of the Chefs de Mission manual and the manual should be therefore be compiled first (Host City Contract, 2016, 42; Lium, personal communication, 24.8.2020).

Research in the field of event management seems to suggest that events should be planned with long-term benefits and value in mind (Masterman, 2014). As this event can be seen as a pre-event for the European Youth Olympic Festival in March 2022, the long-term benefits are restricted to the knowledge gained for that main event. As such, the Successful Event Model (2016) was used for the planning of the event, as it provides simple, yet efficient questions to answer and guidelines to follow in planning. Other event management theories, for example the detailed planning process (figure 3 on page 6) put forward by Shone and Parry (2013, 120) were too comprehensive as there is no need to consider all aspects of the event. The invitation and event scenario by Vallo and Häyrynen (2016) were also used to ensure that all important information was conveyed to the participants before the event. Not covered in the theoretical framework, but included in the invitation was also important information for the participants, such as financial, visa and other practical instructions.

The theory used for outlining the event, the Successful Event Model (2016) comprises of two triangles (Vallo & Häyrinen, 2016, 121). The questions in the first triangle are regulated in official documents such as the Host City Contract, or were largely answered before the author started. Therefore each question in the strategic triangle are touched only briefly in the next chapter, concentrating more on the operational triangle in the chapters that follow.

### 5.1 The strategic triangle – why; to whom; what, where and when

Chefs de Mission Seminar is not discussed in the textbooks of major sport event management, thus other sources were necessary. To better understand the needs of the participants, the author interviewed Project Consultant of the Norwegian Olympic Committee, Guro Lium, an experienced Chef de Mission as well as a sport event manager. The main reasons for hosting a Chef de Mission Seminar can be found in earlier discussion. The key goals for this Seminar are to ensure that the participants get to know each key person in the Organizing Committee and get an understanding of how the EYOF event will unfold (Guro Lium, personal communication, 24.8.2020).

The seminar is organised for the Chefs de Mission of the EYOF 2022, participating from nearly every country in Europe. Vallo and Häyrinen instruct to think about how to best reach the event objectives considering the target audience (2016, 122). According to Lium, most of the EYOF 2022 Chefs de Mission are very experienced in their role, excluding a few who have held the post for a shorter time (Lium, personal communication, 24.8.2020). Therefore, the participants can be expected to know what they anticipate learning from the Seminar. As experienced Chefs de Mission, they will be able to ask questions when there are issues the hosts might forget to cover, which will help ensure the Seminar goals are met.

As EYOF 2022 is part of a strictly regulated Olympic family of events, most of the questions in the third point of the strategic triangle are already answered. According to the Host City Contract (2016), the Seminar needs to be held three months before the main event. After the two postponements, the main event was set on March 19<sup>th</sup> to 26<sup>th</sup>, 2022 and therefore the date of the Seminar date was finalised by the Organising Committee and approved by the European Olympic Committees as December 14<sup>th</sup> to 17<sup>th</sup>, 2021. The Seminar is held in Vuokatti, where most of the sports in the main event are hosted, with an online access to those who are not able to travel to Finland.

## 5.2 The operational triangle – how; what is the content; who are the hosts

The operational triangle indicates how the event is implemented. This includes the process of planning, holding, and marketing the event. Content must be designed to meet the expectations of the participants and hosts chosen to support the delivery of the content. (Vallo & Häyrynen, 2016, 125-127, 274, 277)

### 5.2.1 Seminar platforms

The first operational question is “how”. The Seminar is delivered in a hybrid method, inviting all the Chefs de Mission and up to two other delegation staff to Vuokatti for four days, and providing an online access on day three to those unable to travel. Arrivals and departures of delegates are scheduled for the first and last days, leaving two days for meetings, presentations, and venue tours. To best introduce the venues for online participants, video tours are planned to be filmed and sent to the participants in advance.

Break Sokos Hotel Vuokatti had been chosen as the stage and accommodation for the participants coming to Vuokatti before the author commenced her work. Some of the sport venues are within a walking distance from the hotel and others are easily reachable by bus. Therefore, to demonstrate the short distances, it was agreed with Ms. Kaipainen that some of the venues should be visited on foot (Kaipainen, personal communication, 4.9.2021a). The presentations will take place in meeting rooms at the Break Sokos Hotel Vuokatti. All accommodation and catering will be provided in the same place for easy access.

Selecting an online platform required some research. The two main requirements for the online platform for the Seminar were that the presentations at the Seminar need to be interactive, by facilitating questions from the participants (Brüll, personal communication, 17.8.2020) and the event needs to be potentially available for over 100 participants (Host City Contract, 2016). If the event had been hosted in-person in Vuokatti, the number of participants would have been limited to three per each National Olympic Committee (Host City Contract, 2016, 41). With 46 countries taking part, this would have still amounted to nearly 140 participants. In addition, the Coordination Commission and Technical Delegates might be present (Lium, personal communication, 24.8.2020).

First of the requirements for the Seminar is that it is interactive and that participants are able to ask questions. In person this is easy to fulfil but needs to be considered carefully when selecting the online platform. Should the participants be able to ask questions whenever, are they given turns, or do they write their questions in chat boxes or directly to the host?

The second requirement, the number of participants excluded most of the free options of different platforms. For the EYOF 2022 Vuokatti event, every delegation will have one Chef de Mission and up to two Deputy Chefs de Mission, depending on the size of the delegation. Most National Olympic Committees are expected to attend the Seminar in Vuokatti, but the chosen platform must be able to handle over 100 connections reliably.

Other factors to consider are whether the seminar is recorded for later use or sent to those who cannot participate. The platform would have to be easy to use and not tied to any operating system, because the participants are from all over Europe with different setups.

Three major online platforms were looked at in the thesis planning stage in 2020: Zoom, Microsoft Teams and GoToMeeting. All these platforms include screen sharing, HD video and audio. The comparison information gathered in Table 1 below is collected from the company websites.

	Parti- cipants	Chat	Recording	Call-in Op- tion	Time limit	Download needed	Price
Zoom (Busi- ness plan)	300	Yes	Yes	Extra cost for toll-free	No	Yes	18,99 € / month
Teams	250	Yes	Yes	Extra cost	N/A	No	Included in Mi- crosoft 365 sub- scription
GoToMeet- ing (Business plan)	250	Yes	Yes	Yes, extra for free numbers	No	Yes	17 € / month

Table 1. Online meeting platform comparison in August 2020 (LogMeIn Inc, n.d.; Microsoft, n.d.a; Zoom Video Communications Inc, n.d.).

Based on the comparison above and after discussions with the Secretary General, Microsoft Teams was decided upon. This was due to the fact Kainuun Liikunta already has a subscription to Microsoft 365 and the other platforms do not add value or features that would justify paying for a plan. An important aspect with the Microsoft Teams is also that it does not require the

participants to download anything if they do not wish to do so. Quite recently Microsoft has increased the amount of maximum participants, making it possible to share the Seminar with an even wider audience (Microsoft, 2021).

One of the main goals the Chefs de Mission have when attending the Seminar is to see the sport venues and get an impression of the distances between locations (Lium, personal communication, 24.8.2020). To do this remotely, venue tour videos are needed for the sport venues, accommodation, catering and the Athletes' Village along with an overview video of the area showing the distances (Brüll, personal communication, 17.8.2020; Lium, personal communication, 24.8.2020). Some of the original planned video content was removed when it became clear that most of the Seminar participants would be able to join the event in-person (Brüll, personal communication, 6.9.2021a). In the end, videos are needed for the following locations:

- Drone video of the Athletes' Village and venues
- Accommodation in Vuokatti (one or two room options)
- Accommodation in Lahti
- Catering in Vuokatti (a separate event restaurant to be built)
- Catering in Lahti
- Athletes' Village in Vuokatti
- Sport venues
  - Alpine Skiing
  - Biathlon
  - Cross Country Skiing
  - Figure Skating
  - Short Track
  - Snowboard
  - Ice Hockey (Kajaani)
  - Ski Jumping & Nordic Combined (Lahti)

The videos are a maximum of 5 minutes. Videos will be produced in cooperation with the functional areas and edited to the EYOF 2022 Vuokatti branding. They are then sent to all participants in advance, for the online attendees to familiarise themselves with the venues before the Seminar, but also for in-person participants to use in briefing their own delegations, for example.

### 5.2.2 Seminar content

The second question in the operational triangle is “what kind of” content is planned for the event (Vallo & Häyrinen, 2016, 126). For the Seminar, this was specified in the Host City Contract and the Chefs de Mission Manual was expected to support all the information presented in the Seminar. This is arguably one of the most important aspects of the Seminar and without good, informative content the event cannot fulfil its purpose. (Host City Contract, 2016; Lium, personal communication, 24.8.2020). This thesis does not cover creating the content itself, but rather provides the organisers an outline to follow to ensure all areas are included, as well as a schedule to follow during the event.

The Seminar is a four-day event, with the first day reserved for arrivals and the last day for departures. The participants are met at the airport or the venue, depending on their form of travel. They are invited to a dinner in the evening, with NOC Guests of the EYOF 2022 Boys’ Ice Hockey tournament hosted at the same week and the Technical Delegates visiting Vuokatti for their Seminar. The dress code for the dinner was discussed with Ms. Kaipainen and agreed as smart casual (Kaipainen, personal communication, 6.9.2021b). Other dinners are hosted buffet style, with casual dress code. These details, along with the preliminary programme and other useful information, were sent to the participants in early October, 2021.

There are two days of scheduled programme for the participants that need to follow the guidelines provided in the Host City Contract. The original plan was to start with presentations as discussed with Ms. Guro Lium in August 2020. However, after discussions with Mr. Peter Brüll in September 2021, the plan was changed and the first day was reserved for venue tours and the presentations were moved to day two. (Brüll, personal communication, 3.9.2021b) This was a logical change, as the participants will have an idea of the venues when the presentations are made.

An outline of the programme was expected to be in the invitation that is sent to the National Olympic Committees three months before the Seminar. Therefore, it was necessary to draw a preliminary programme already in September. This was done in discussion with Ms. Kaipainen (personal communication, 4.9.2021), based on the Host City Contract (2016) and suggestions from Mr. Brüll and Ms. Lium (personal communications, 3.9.2021, 24.8.2020). The final schedule followed the preliminary programme in most part, with minor changes to the presentation times on day three.



As the Seminar is hosted in Vuokatti, the participants will be able to visit most of the sport venues. The first venue tour of the Seminar will be a walking tour of the venues closest to the Athletes' Village: Biathlon stadium, Cross Country stadium and the Vuokatti Arena that will host both Figure Skating and Short Track. At each of the venues, the Manager of the sport will be available to present their plans. During the morning the participants will also visit some of the accommodation facilities and inspect the food venue.

The afternoon of day two consists of visiting the Vuokatti Slopes, where Alpine Skiing and Snowboarding are hosted. Some of the participating National Olympic Committees might not have any athletes in these sports, and they may spend the afternoon as they wish. No extra activities are necessary (Lium, personal communication, 7.10.2021). After the Vuokatti Slopes, the same bus will take participants to Kajaani to visit the Ice Hockey venue. There are only six Girls' teams taking part in Ice Hockey in March, and it is expected that not all participants want to visit Kajaani. Another bus will be provided for those choosing to return to the hotel. The venue tour in Kajaani concludes with a game of EYOF 2022 Boys' Ice Hockey Tournament.

The third day of the Seminar is dedicated to presentations by the different functional areas. In the presentations the areas can draw the participants' attention to important topics and answer possible questions. For Ski Jumping and Nordic Combined in Lahti, a 30-min presentation is held in the morning of day three. The venue will be presented by video and the sports will be covered by an Organizing Committee member from Lahti (Kaipainen, personal communication, 6.9.2021b). According to the Final Entries by Number submitted by the NOCs, approximately 20 countries will take part in the sports in Lahti (Havenith, personal communication, 3.11.2021). Other participants may spend the early morning as they wish.

Lium (24.8.2020) suggested that the order for addressing different topics could start with the logistics of arrivals and departures, followed with the different sports and venues. Each functional area has usually taken 10-15 minutes for presenting the most important aspects of their area (Lium, personal communication, 24.8.2020). Most of the areas are presented as PowerPoint presentations, by the people responsible for each area.

Arrivals and departures can raise questions and take longer than planned, as the participants want to ensure they have all the details (Lium, personal communication, 24.8.2020). A total of 20 minutes is allocated for this area. A summary session is usually a relatively short conclusion to the Seminar. This session can be used to answer questions that could not be answered earlier during the Seminar (Lium, personal communication, 24.8.2020).

As previously indicated, some of the Seminar will also be available online. The chosen platform is Microsoft Teams and a link will be provided to the persons registered online. The online participants will not take part in day two, and videos will be produced of the different sport venues and sent to the participants before the Seminar, leaving time for the online participants to view them. Presentation day will be held in hybrid format, with participants in Vuokatti and online. This creates challenges for the hosts to make sure everyone feels welcome. One person is suggested to be appointed to monitor the chat of the meeting to ensure all questions are answered.

### 5.2.3 Seminar hosts

The participants hope to meet each of the organisers (Lium, personal communication, 24.8.2020), and it is therefore important that the presentations are made by the members of the Organizing Committee responsible for the different areas. A guideline of maximum of 10 minutes for each presentation is allocated and the presentation content should follow the information provided in the Chef de Mission Manual. If members of the Organizing Committee are not confident in their language skills, the NOC Services Manager or the Secretary General can also present their area.

The first point of contact for anything related the event is the NOC Services Manager and their team. They could be considered as the faces of the event for the delegations, and it is important to build a relationship of mutual trust. Therefore the Chefs de Mission expect the NOC Services Manager to host the Seminar in order to get to know them better. (Lium, personal communication, 24.8.2020)

### 5.3 The final product

The final product is a comprehensive Chefs de Mission Seminar Plan for European Youth Olympic Festival 2022 Vuokatti. The first pages of the plan include a programme outline and requirements for the content from the Host City Contract. This is to ensure that the organisers fulfil the obligations even if they choose to make changes to the plan. The invitation sent to the participants in October 2021 is also included in the final product, to present the communication and information sent to the participants.

The plan explains each part of the programme and gives instructions and clarifications in some parts. An even more detailed schedule then lists the times for each venue tour and presentation, as well as the person responsible for it. This is to provide the members of the Organizing Committee an idea of when their presence is expected and how long they should schedule for. The responsible persons are instructed to arrive 15 minutes before the scheduled time to make sure they have time to prepare. They are also instructed to prepare five-minute presentations at maximum, to allow time for participant questions and comments in the allocated 10-minute slot.

## 6 Discussion

The purpose of this thesis was to produce a plan for a hybrid Chefs de Mission Seminar. The thesis schedule did not allow for hosting the event, but the plan was evaluated by the Secretary General of the European Youth Olympic Festival 2022 Vuokatti. The plan consists of three parts: the regulations from the European Olympic Committees of what the Seminar is expected to entail, an invitation to the Chefs de Mission with a preliminary programme, and the detailed seminar plans for the Organizing Committee to follow.

The objectives of this thesis were for the commissioning party to have the Seminar planned on their behalf, to save their time and effort in organising the event. The objective for the author was to develop knowledge in hosting hybrid events. The worldwide pandemic breakout caused delays in the original thesis production, but at the same time the situation created valuable knowledge and experience in the field of online events, when most of the meetings during the pandemic had to take place online. Despite the delays and difficulties both objectives were met, as the commissioning party was presented with a clear plan that can be followed to host the Seminar and the author familiarised herself with the current knowledge and the future trends of hybrid events. The situation also provided the author an opportunity to demonstrate learning competences for retrieving, analysing and evaluating information as most of the new information concerning the future of hybrid event management is still scarce and spread around in different sources (KAMK, n.d.b).

The delay caused by Covid was fortunate for the author in that she was able to gather more information about the European Youth Olympic Festival, become acquainted with more people related to the field and overall collect more material for the Seminar. Although the plan was to approach the event systematically, in reality the learning and planning was incremental, as more information gave insight into what was lacking in the planning. The support and trust from the Secretary General and the Coordination Commission was crucial for meeting the objectives of the thesis.

The thesis can be considered to have followed the Ethical Recommendations for Thesis Writing at Universities of Applied Sciences as among other things, consent was received from the interviewed persons to use the information they provide, and the need for a research permit was evaluated and deemed unnecessary. Any theories, ideas and concepts have been credited to their rightful owners. No personal data apart from the interviewee's role, name and contact details

was collected. The author's role as the NOC Services Manager at the EYOF 2022 Vuokatti could be seen as a conflict of interest in academic research paper, but as the thesis is a functional thesis, the role of the author is not relevant in this respect. A cooperation agreement was signed between the author, commissioning party and the Kajaani University of Applied Sciences before beginning the work, and the commissioning party has supported the thesis whenever information was needed. Some of the material used in the thesis is unpublished, but the information presented in the thesis is not confidential. (Arene, 2020)

The learning outcome of the thesis is to demonstrate that the student is "proficient in critical, research-based, developmental and ethical thinking" and is able to use these skills in developing their expertise (KAMK, n.d.a). This thesis presented an opportunity to expand these skills and learn more about event management in a professional setting. Some of the generic competences in the author's study programme are working community competences such as being able to operate as a member of a work community, being able to apply the principles of organizational management and leadership in working life, as well as creating personal contacts and the ability work in professional networks (KAMK, n.d.b). The thesis gave the author an opportunity to deepen skills in working with a versatile community and in gathering suggestions from different sources to create the best plan possible. It also demonstrated that the author is able to work in different expert and executive tasks (KAMK, n.d.b), for example as decisions needed to be made in cooperation with different people. The interviews and discussion with key people in the Organization and European Olympic Committees ensured that the programme would fully serve the participants. Most of the information was gathered via emails, phone calls, online meetings and in person. These conversations with experienced people in the sport event management industry also gave the author an opportunity to make meaningful connections with the people in the field.

Information about designing, planning and executing a Chef de Mission Seminar was hard to come by, even at Games level. Keyword searches at SPORTDiscus, Google Scholar and Olympic World Library amounted to very few usable sources, most of the literature found concentrating on the leadership styles of the mission staff, athlete injuries or the legacy of youth games. Most event or sport event management handbooks will concentrate in the application of the main event itself and might only mention a preparatory seminar in passing. The information about Chefs de Mission Seminar expectations was gathered in interviews and meetings from a variety of stakeholders, but the number of people interviewed was low. Therefore, it cannot be assumed that all possible aspects have been covered in the thesis and the Seminar plan itself. The author had to

rely on and base the Seminar plan on the experiences and expectations of few, albeit experienced, stakeholders.

The real success of the Seminar plan and programme can only be assessed after the event by evaluating how the goals for the Seminar were reached. The goals are to ensure that the participants get to know each key person in the Organizing Committee and get an understanding of how the EYOF event will unfold. To help reach the goals, good quality content must be produced and the responsible people in the different functional areas briefed and assisted in presenting their areas. Therefore, the achievement of the goals will vary and depend on the Seminar staff, and the Seminar plan can help guide them in the right direction.

As the sources are few, it would be helpful for the future, unexperienced seminar hosts to have more information on the expectations and requirements of the participants, Organizing Committee, and owner of the event, in this case the European Olympic Committees, in one practical form. This work hopes to give some guidelines for designing and hosting a Chefs de Mission Seminar, as well as give ideas and suggestions on small-scale hybrid events. The work would be even more valuable had the plan been executed and evaluated, and the results reported along with the plan. Despite this, the final product will provide the hosts of European Youth Olympic Festival 2022 Vuokatti practical help in organizing the Chefs de Mission Seminar in December 2021.

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**2022**  
VUOKATTI

# EYOF 2022 Chefs de Mission Seminar

## Plan



November 2021



# Programme outline

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## From the Host City Contract

Day 1 arrival of delegates

opening of Organizing Committee welcome & information desks

registration of the NOCs representatives and distribution of the accreditation cards and information kit

dinner

Day 2 opening of the Seminar

presentation of the general information and organisation by functional areas (departments)

lunch

first part of the venue tour

dinner

Day 3 second part of the venue tour

lunch

Summary session, Questions & Answers

dinner

Day 4 departure of delegates





**EYOF**  
**2022**  
VUOKATTI

# Required agenda for general session on day 2

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## From the Host City Contract

- introduction of the OC, COCOM, TDs
- introduction of the Chefs de Mission Seminar programme and practical instructions
- opening speeches by the EOC and OC
- general information about the EYOF
- financial and legal aspects including fee, deposits, insurance
- immigration and customs formalities
- functional areas
  - Accommodation
  - Catering
  - Transportation
  - Accreditation
  - NOC services including the Milestones for the NOCs
  - Security
  - Medical care and Anti-doping
  - IT
  - Ceremonies
  - Hospitality and Social programme
  - Volunteers
  - Media operations
  - Marketing etc.
- general sport information and sports on the programme (sport by sport)





**EYOF2022**  
VUOKATTI

# Chefs de Mission Seminar

## EYOF 2022 Vuokatti

### 14.-17.12.2021

5 October 2021

#### **Dear friends,**

On behalf of the Organising Committee, I am delighted to formally invite you to the EYOF Vuokatti 2022 Chefs de Mission Seminar. The event will take place from 14th to 17th December 2021 in Sokos Hotel Vuokatti.

Included in this leaflet you can find more information about the preliminary program and other practical matters. Please don't hesitate to contact me if you have any questions!

Due to the unpredictable Covid-19 situation around the world and out of concern for everyone's health and safety, the event can also be attended online. Every measure will be taken to ensure that those participating from home can familiarize themselves with the organisers, event, and venues as well as possible. More details about attending remotely will be released later.

The registration begins on October 15th in the RAS and the deadline for seminar registration is November 15th, 2021. Registration is through RAS for both in-person and online attendance. We understand that none of us can predict what will happen in the near future and Finland or your home country might impose travel restrictions at very short notice. We will provide more details and the current regulations about travelling to Finland one week before the registration closes.

**We're pleased to finally meet you and share our event with you!**

NOC Services Manager

## Participation

Each NOC may register up to 3 persons to attend the Seminar in Vuokatti. The participation fee is 168 € per person per day. The cost of the package for the whole seminar is 168 € x 3 nights = 504 euro.

This fee includes transport to and from the Kajaani airport and during the Seminar, full board and accommodation in the event hotel for three nights and activities organised during the Seminar.

There is no fee for attending the Seminar online. Each NOC is limited to 3 connections.

The participation fee should be paid in full by November 23, 2021. You can cancel your attendance without cost by December 7, 2021.

## Transport

NOCs are responsible for travel to Kajaani. The OC will take care of transport to and from the airport and all other transportation during the Seminar.

## Accommodation

Accommodation is organised in single and double rooms in one of the EYOF hotels, Sokos Hotel Vuokatti. Accommodation includes full board.

## Flag / National Anthem Approval

The flag and national anthem of your country will be presented during the Seminar for your final confirmation.

## Visas

Finland is part of the European Union and one of the Schengen states. A passport or other form of identification is needed when travelling to Finland from other EU or Schengen countries.

Some countries require the traveller to hold a new biometric passport in order to travel without a visa. Please check if your country is on this list from the Ministry of Foreign Affairs website at <https://um.fi/entering-finland>. The European countries whose citizens need a visa regardless of the passport type when entering



Finland are Azerbaijan, Armenia, Belarus, Kosovo, Turkey and Russia. More information of how and where to apply for visa can be found on the website above. We will be able to assist you in case you need invitation letters or more help. Please don't hesitate to be in touch!

## Material

The Chef de Mission Manual will be published and sent digitally by November 30th, 2021. Hardcopies of the Manual will also be available in the Seminar.

## Weather

December in Finland can mean rain or snow. The temperatures in the middle of the month are usually a few degrees below 0 Celsius and on a good day this can mean light snowfall, but on a bad day your feet will get wet from the sleet. Please take this into consideration when packing for your trip! The venue tours in Vuokatti will be walking tours.

## Covid-19

Every care will be taken to ensure a safe and enjoyable Seminar for all participants. The OC monitors the current regulations and recommendations from the Finnish government and health officials closely and will implement these accordingly. Finland is currently in the process of lifting restrictions as vaccination coverage for two doses is at 60 % of all population.

As the situation changes, the rules for entry to Finland are changing as well. At the time of this invitation, you can enter Finland without testing or other obligations related to Covid-19 if you have received a full course of an approved COVID-19 vaccine. Mandatory testing before and after arriving to Finland are currently in place for those that are not fully vaccinated, unless travelling from a low-risk country or region. For more information, please see <https://valtioneuvosto.fi/en/entry-restrictions>.

Updated information concerning all participating countries will be sent out a week before the registration closes, as well as information on any regulations concerning for example masks during the seminar.

If you require a PCR test on your way home before you depart from Finland, please let us know by November 15, 2021 to make arrangements.





# Provisional program

## Day 1, Tuesday 14 December 2021

All day Arrivals

Transfer to the accommodation, check-in and registration of the delegates  
Checking the anthem and the flag (possible during the whole Seminar)

20:00 Welcome dinner, dress code smart casual

## Day 2, Wednesday 15 December 2021

06:00 - 08:30 Breakfast  
08:30 - 09:00 Opening of the Seminar / Warm-up  
09:00 - 12:00 Walking venue tour of Vuokatti, including a coffee break  
12:30 Lunch  
14:00 Start of bus venue tour of Vuokatti Slopes and Kajaani  
EYOF 2022 Boys' Ice Hockey Game:  
Czech Republic vs. Switzerland  
19:00 Dinner, dress code casual

## Day 3, Thursday 16 December 2021

06:00 - 09:00 Breakfast  
08:30 - 09:00 Lahti information  
09:00 - 11:00 1st session of the Seminar  
11:00 - 11:30 Coffee Break  
11:30 - 12:30 2nd session of the Seminar  
12:30 - 13:30 Lunch  
14:00 - 17:00 3rd session of the Seminar  
17:00 - 17:30 Coffee break  
17:30 Final session / Summary / Q&A  
20:00 Dinner, dress code casual

## Day 4, Friday 17 December 2021

06:00 - 10:00 Breakfast  
All day Departures





# Chefs de Mission Seminar EYOF 2022 detailed plan

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## Tuesday

Morning opening session 30 min

- opening speeches by the EOC and OC
- introduction of the Chefs de Mission Seminar programme and practical instructions
- introduction of the key persons of the OC as relevant to the morning and afternoon tours
  - o Chairman
  - o Secretary General
  - o NOC Services Manager + Vice Chief(s)

Venue tours morning (walking, introduction of each Sport & Venue Managers and other key persons at the venues)

- Vuokatti BT, CC, ST, FS

Venue tours afternoon (by bus, introduction of each Sport & Venue Managers and other key persons at the venues)

- Vuokatti AS, SB slopes (some of the buses can return to Sokos Hotel, if some participants do not wish to go to Kajaani)
- Kajaani IH venue by bus
- Boys' Ice Hockey Tournament game (tickets must be booked in advance!)

## Wednesday

Morning 30 min (for NOCs with participants in SJ and NC)

- Lahti "venue tour", accommodation, catering, transportation
- SJ & NC sport specific information, TDs

1<sup>st</sup> session 2 hrs

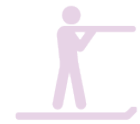
- introduction of the Steering Committee and CoCom (OC will be introduced in each area)
- general information about the EYOF
- general sport information and sports on the programme (sport by sport)
  - o introduction of Sport Manager
  - o alpine skiing
  - o biathlon
  - o cross country
  - o figure skating
    - draw for the figure skating judges
  - o ice hockey
  - o short track
  - o snowboarding

2<sup>nd</sup> session 1 hr

- financial and legal aspects including fee, deposits, insurance
- arrivals, immigration and customs formalities (also possible regulations due to Covid)
- functional areas (including introduction of the OC of each area)
  - o Transportation
  - o Accommodation

3<sup>rd</sup> session 3 hrs

- functional areas cont'd
  - o NOC services including the Milestones for the NOCs
  - o NOC Assistants





- Accreditation
- Covid-19
- Catering
- Security
- Medical care and Anti-doping
- Sustainability
- IT
- Ceremonies
- Hospitality and Social programme (VIP, EOC)
- Volunteers
- Media operations
- TV & streaming
- Marketing
- Side events
- Meeting

Final session 1 hr

- Q&A, Summary session

EOC = European Olympic Committees

OC = Organizing Committee

NOC = National Olympic Committees

CoCom = Coordination Commission appointed by the EOC

Sports:

AS = Alpine Skiing

BT = Biathlon

CC = Cross Country Skiing

FS = Figure Skating

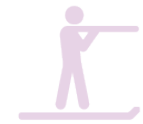
IH = Ice Hockey

NC = Nordic Combined

SB = Snowboarding

ST = Short Track

SJ = Ski Jumping





## EYOF 2022 Chef de Mission Seminar Schedule

### Tuesday

all day Arrivals  
20:00 Welcome dinner, dress code smart casual

### Wednesday

6:00	8:30	Breakfast
8:30	9:00	<b>Morning opening session 30 min</b>
	8:30	opening speeches by the EOC and OC (max 5 mins each)
	8:45	introduction of the Chefs de Mission Seminar programme and practical instructions
	8:50	introduction of the key persons of the OC as relevant to the morning and afternoon tours
9:00	12:00	<b>Venue tour morning (walking)</b> Biathlon stadium Waxing place Cross Country stadium Arena: Short Track, Figure Skating Arena: Food Arena: other functions? Covid testing? Offices? Vuokatti Sport: Accommodation example
12:30		<b>Lunch at Sokos Hotel</b>
14:00		<b>Venue tours afternoon (by bus)</b> Vuokatti Slopes: Alpine Skiing Snowboarding

**Notes: please arrive 15 mins before your allocated time. Prepare a max 5 min presentation to leave time for questions and comments.**

#### Person responsible

EOC + Chairman  
NOC Services Manager

Chairman  
Secretary General  
NOC Services Manager + Vice Chief(s)

Sport Manager / Venue Manager / Chief of Competition / TD  
Chief of Construction  
Sport Manager / Venue Manager / Chief of Competition / TD  
Sport Manager / Venue Manager / Chief of Competition / TD  
Chief of Food & Beverage, Chief of Construction?

Chiefs of Accommodation

Sport Manager / Venue Manager / Chief of Competition / TD  
Sport Manager / Venue Manager / Chief of Competition / TD





<b>approx.</b>	<b>15:00</b>	<i>Some buses will return to the accommodation!</i> Kajaani CZE - SUI Ice Hockey Game (starts at 15:00) after game <b>19:00</b>	Bus back to Vuokatti Dinner, dress code casual	Sport Manager / Venue Manager / Chief of Competition / TD
<b>Thursday</b>				
<b>6:00</b>	<b>9:00</b>	<b>Breakfast</b>		
<b>8:30</b>	<b>9:00</b>	Lahti information (for NOCs with participants in SJ and NC) Lahti “venue tour”, accommodation, catering, transportation SJ & NC sport specific information, TDs		Lahti team, remotely or at Sokos Hotel
<b>9:00</b>	<b>11:00</b>	<b>1<sup>st</sup> session</b>		
	9:00	introduction of the Steering Committee and CoCom		Secretary General
	9:10	general information about the EYOF		NOC Services Manager
	9:20	general sport information and sports on the programme		Sport Sport Manager
	9:40	alpine skiing		Sport Manager / Venue Manager / Chief of Competition / TD
	9:50	biathlon		Sport Manager / Venue Manager / Chief of Competition / TD
	10:00	cross country		Sport Manager / Venue Manager / Chief of Competition / TD
	10:10	figure skating		Sport Manager / Venue Manager / Chief of Competition / TD
	10:20	draw for the figure skating judges		EOC?
	10:30	ice hockey		Sport Manager / Venue Manager / Chief of Competition / TD
	10:40	short track		Sport Manager / Venue Manager / Chief of Competition / TD
	10:50	snowboarding		Sport Manager / Venue Manager / Chief of Competition / TD
<b>11:00</b>		<b>Coffee break</b>		
<b>11:30</b>	<b>12:30</b>	<b>2<sup>nd</sup> session</b>		
	11:30	Arrivals, Immigration and Customs formalities		
	11:50	Transportation		Logistic Manager, Chief of transportation
	12:00	Financial and legal aspects including fee, deposits, insurance		Finance
	12:15	Accommodation		Chiefs of Accommodation





<b>12:30</b>	<b>Lunch</b>	
<b>14:00</b>	<b>3<sup>rd</sup> session</b>	
	14:00	NOC services including the Milestones for the NOCs
	14:10	NOC Assistants
	14:20	Accreditation
	14:30	Covid-19
	14:40	Catering
	14:50	Security
	15:00	Medical care and Anti-doping
	15:10	Sustainability
	15:20	IT
	15:30	Ceremonies
<b>15:40</b>	<b>Coffee break</b>	
	16:10	Hospitality and Social programme (VIP, EOC)
	16:20	Volunteers
	16:30	Media operations
	16:40	TV coverage & Streaming
	16:50	Marketing
	17:00	Side events
	17:10	Meetings
	<b>17:20</b>	<b>Q&amp;A, Summary session</b>
	<b>20:00</b>	<b>Dinner, dress code casual</b>
	<b>Friday</b>	
<b>6:00</b>	<b>10:00</b>	<b>Breakfast</b>
	<b>all day</b>	<b>Departures</b>

NOC Services Manager  
Chiefs of Attachees  
Chief of Accreditation  
Covid Liaison Managers  
Chief of Food & Beverage  
Chief of Security  
Medical Services Manager, Chief of Doctors, Chief of First Aid,  
Chief of doping chaperons?  
Communication & Sustainability Manager  
Chief of IT services  
Programme Manager

Guest Services Manager, Chief of VIP & EOC Services  
Volunteers Manager, Chief of Schools Cooperation?  
Chief of Media & Communication, Chief of Media Office

Chief of Side Events  
Chief of Meetings

