

Event Organizer's Manual

Case: The International Seminar for P.E. Teachers 2012

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Bachelor's Thesis

DP in International Business

June 2013



Degree programme in Business

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<p>The title of thesis Event Organizer's Manual Case: The International Seminar for P.E. Teachers 2012</p>	<p>Number of report and appendices pages 34+61</p>
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<p>This thesis is a report on the process of creating an Event Organizer's Manual based on personal experience in event organizing as well as on theoretical background and interviews.</p> <p>The thesis was commissioned by Vierumäki, Sports Institute of Finland and the author of the report is a student from the Bachelor's Degree Programme in Business who also worked as a seminar assistant for the International Seminar for P.E. teachers 2012.</p> <p>The seminar is arranged in Vierumäki every two-years and was arranged for the 9th time in the summer of 2012. The target group of the event is physical education teachers all over the world and the aim of the event is to provide teachers with new tools and ideas for their teaching as well as sharing ideas with colleagues.</p> <p>The report begins with an introduction of the event followed by the objectives, description of the methods used as well as material gathered. Theoretical framework consists of the basic concepts of event management and event planning.</p> <p>The theory is followed by a description of the personal experience of the author and a detailed description of the creating process of the Event Organizer's Manual. At the end of the report there is reflection on the manual.</p> <p>By reflecting on the commissioner's need of a manual and the created product, the end result can be defined as a useful tool and thus a successful project. The manual introduces plenty of information for the future event organizers of Vierumäki and can be used as a basis for event planning process.</p>	
<p>Key words Event Planning, Event Management, Event Organizing, Manual</p>	

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1 Introduction

1.1 Background

The idea for this thesis developed while the author was working as an assistant for the International seminar for P.E. Teachers 2012 in Vierumäki, Sports Institute of Finland. The seminar is held every two years and although there is a certain routine developed around the planning and organizing of this particular event most of the knowhow relies on the international affairs coordinator alone. During the work period the author came across with many questions that required hours of searching for answers from all over the Institute and different departments of Vierumäki. This is why the commissioner of this thesis together with the author recognized a need for an event organizer's manual for future events. (Peseminar.)

The commissioner, Sport Institute of Finland, Vierumäki is an institute specialized in sports and physical education in Finland. There are many events that take place in the premises of Vierumäki, most of them managed by other companies and organizations. For those events organized entirely by the Sports Institute there is no specific event organizing team but the events are planned as side projects by teachers and staff. (Vierumäki.)

The main sources for the theoretical part of this thesis will consist of various written sources handling event planning and organizing as well as some interviews with event organizers and staff of Vierumäki, such as the event host of 2012 and interviews with other professionals of event planning. Also a previously written manual for event planning in Vierumäki called *Vierumäen tapahtumapalvelun käsikirja* will be used as a comparison for the manual. Since the writer of the thesis was also part of the organizing team of the case event, the International Seminar for P.E. Teachers, some personal experiences will also be used to make the manual fit to the purpose and requirements of the commissioner.

Aim of the thesis is to create an event organizer's manual for Vierumäki, Sports Institute of Finland. It specializes on questions that occur when dealing with international events held in relatively domestic environment. What this thesis will give to Vierumäki

is a guideline to event organizing when dealing with international guests and their needs. Also through comparing an old manual made for domestic events (in Vierumäki) and the experiences from the organizing of the International Seminar for P.E. Teachers in the spring of 2012, we will be able to see some aspects that may not have been taken under consideration before in event organizing in Vierumäki.

By creating a manual for international event planning in Vierumäki, there will be a basis for any new and old employees to know where to start, what to take under consideration before, during and after the event and also a checklist as a backup for all of the things that should be taken care of and by whom/how.

The significance of this thesis for Vierumäki will not be major in the scale of the whole Sports Institute, since organizing events is only a small part of Vierumäki's many functions. But what it comes to event planning in Vierumäki, this thesis and the end product will provide a guideline to employees taking care of the process of event planning and give a better idea on what an event organizer should notice when dealing with international event rather than domestic one.

1.2 Case: International Seminar for P.E. Teachers 2012

The International Seminar for P.E. Teachers has been organized every second year at the Sport Institute of Finland, Vierumäki. Seminar brings together P.E. teachers from all over the world to learn, get new ideas to their teaching, relax, enjoy the beautiful Finnish nature, and to meet colleagues from all over the world. The seminar is targeted to all physical and health education teachers, all school levels and higher education. (Peseminar.)

The P.E. Seminar is organized by the Sport Institute of Finland in co-operation with the Association of Physical and Health Educators in Finland and HAAGA-HELIA University of Applied Sciences. The goal of the seminar is to provide P.E. Teachers with new skills, practical ideas into their work, knowledge and experiences. The seminar language is English. (Peseminar.)

The summer of 2012 the seminar was organized for the 9th time in Vierumäki but with somewhat new crew of organizers. This situation brought up a need for a manual or a guide from which new members of staff and volunteers would be able to check whether the process of planning is proceeding with the appropriate speed and to the right direction. This thesis aims at filling that need of a proper guide on how to plan and organize international events in the Sport Institute of Finland, Vierumäki. (Peseminar.)

1.3 The commissioner

The commissioner for this thesis is the Sports Institute of Finland, Vierumäki. Vierumäki is a versatile centre of education, leisure and sports with main functions to develop, produce and market services in the fields of physical education and leisure. Vierumäki has many different companies working in close cooperation and in the same premises. (Vierumaki.)

1.4 Thesis Objectives

Objectives or purpose indicates what one wants to accomplish with an investigation or research and what someone will be able to use the results to. For a successful study one of the biggest problems is to formulate clear objectives. (BusinessDictionary.com)

The main objective for this thesis is to create a functional manual that can be used as a guideline for international events held in a domestic environment in Vierumäki Sport Institute of Finland.

There are numerous books about event planning, marketing, etiquette etc. and therefore this manual will be specifically made to answer the demands and differences of planning an international event held in Finland and more detailed in Vierumäki. The manual will aim at bringing knowledge to an event organizer to understand the challenges and opportunities of an event with international guests held in domestic environment, factors and actors that should be taken under consideration during the planning and implementing processes.

1.5 Problem to be Discussed

In Vierumäki there are many international events held yearly but since these events are arranged by different people/organizations and the event organizers will have to deal with different parts of the Vierumäki organization (e.g. restaurants, sales, sport facilities, maintenance and housekeeping) it is crucial to have all the information needed in hand when one starts to plan an event in an environment such as mentioned. (Pellinen, M. 15.8.2012.)

The aim of the manual is to answer to as many upcoming questions and problems when planning an international event in Vierumäki. Since the staff of Vierumäki does not have fluent lingual or cultural knowledge there might occur situations that can be uncomfortable for a guest coming from a different culture. This is why there should be guidelines and examples that can be introduced prior to the event to avoid confusion on both sides; the organizer and the guests.

Vierumäki is constantly changing and so are the staff members responsible of event organizing. This is why a manual with some guidelines and examples can be useful for someone new to this kind of planning. The case event used in this thesis is an event that has been arranged in Vierumäki for nine (9) times already, and this manual will help transferring the knowhow on small details as well as bigger concepts concerning the planning of the event to future planners as well. (Pellinen, M. 15.8.2012)

1.6 Approach, Method and Material

The approach for this thesis will be empirical research. Empirical research focuses on gaining knowledge by observation or experience which means in this particular thesis qualitative research methods were used to support observation and sharing of experiences and gathering information and data via conversations and interviews.

As mentioned before the most suitable research method for this type of thesis will be a qualitative research method. In this thesis the qualitative methods are implemented through interviews and discussions with event service professionals and the staff of Vierumäki Sport Institute of Finland.

The material for the thesis will consist of the writers' personal experiences in event organizing, interviews of the organizing parties in Vierumäki Sport Institute of Finland, feedback collected from the participants and organizers of International Seminar for P.E. Teachers, 2012 and a handbook written by a member of the event planning staff of a collaboration company Vierumäki Country Club Ltd.

The feedback from participants and organizing crew has been gathered through a webropol survey and sent to the participants within a month from the event itself.

2 Event Management and Event Planning

Today events are held almost everywhere and with almost any reason one can imagine. Businesses use events to promote themselves, their products or services. Events are held by different charity organizations to raise money or awareness. Personal events are held by individuals to celebrate birthdays, weddings and other remarkable happenings in the lives of regular people. The nature of these different example events varies remarkably, so does the meaning and aim of the events. One thing that is common for all events is that they all require strategic planning in order to be successful. (Wolf 2005, 1-7)

2.1 Event Management

The production of an event can be seen as a project and therefore project management techniques can be used to manage the event. Project management consists of the initiation, planning, implementation, monitoring of the event, and evaluation. (Bowding et al. 2011, 255-256.)

2.2 Determining the Objectives

The initial step to take when planning an event should be determining the objectives of the event. An event should never be arranged without a reason behind it, and a proper analyze of what are the main elements of the planned event. (Vallo & Häyrinen 2008, 94.)

When planning of an event, seminar, convention or any other get-together in small or large scale one should keep in mind the five elements, or five W's of event planning: who, what, when, where and why, without forgetting the question 'how'. (Wolf 2005, 1-7.) When looking deeper into these five event elements the planning will stay on the right path and also make it easier for the planner to comprehend the nature of the event and put together the different pieces into a project plan. These five questions should always be answered before even starting the actual planning process. (Vallo & Häyrinen 2008, 93.)

Since identifying the objectives is the beginning stage of planning, in the Event Organizer's Manual, the first chapter is about the five W's. After an introduction to these event planning elements, there is a table to which one is able to make a "mind map" onto. After analyzing the objectives one should have a clear idea on the event and the actual planning process can begin.

While the author of the manual began working as a seminar assistant for the International Seminar for P.E. Teachers in May 2012, the planning of the event was already an ongoing process and the introduction to the objectives was rather quick. This is why the author felt that it was important to add this part into the manual to help the future event organizers in Vierumäki with a tool to comprehend the needed facts before starting to work with the project itself.

2.2.1 Who

Determining the 'who' is the starting point of event planning. Finding out the target audience can be done by few simple questions: What is the target group of the event? How well do I know my target audience and their interests? How can I reach them? Knowing the target audience and possible participants or guests beforehand will help creating a plan that contains the right programme, entertainment, theme and design for the event in order to appeal to the target audience. (Vallo & Häyrinen 2008, 94- 111.)

Analyzing the target group thoroughly will set a base to what will the event be like. The target group's nature and size will define also the design and type of the event. Determining of the "Who" consist of identifying the following: who the guests will be, how many are expected, what is the age of the guests, what is the social status of the expected guests (married couples vs. singles) gender, familiar guests or all new faces, are your guests from out of town or already familiar with the premises/city/country. Knowing these simple facts about the guests will make it easier to decide on the structure of the event: the programme and schedule, needs of the guests, style of the menu and venue, entertainment and logistics. These are all major questions to consider when planning of an event and thus it is crucial to know who one is arranging an event for. (Wolf 2005, 1-7.)

The case seminar is targeted to P.E. teachers around the world. The number of participants has varied throughout the years from 100 participants to almost 300. Many of the guests have participated in the previous events as well and are already familiar with the premises as well as the idea and programme of the event, this is why the theme of the International seminar for P.E. teachers is different each year, to provide new experiences and ideas. Generally there has been more female guests than male, but the programme and style of the seminar is built so that there is something for everyone; different ball games have been popular among male teachers while dance classes are preferred by women. This has been taken under consideration in the amount of e.g. dance classes compared to ball games. (Pellinen, M. 15.8.2012.)

2.2.2 What

‘What is your event like?’ is the next question to think about. What is the proper event for my target group? Entertaining event, formal event or a combination of both? There is plenty to choose from. Answer to the question ‘What’ is easiest to determine through just a couple of basic questions: is the event a fund-raiser, corporate event, social event or any other type of an event? This usually determines what type of design, schedule and theme the event will require. Weddings, birthdays and other social events are the most flexible types of events; most important things to consider in the planning are location, entertainment and printed material, such as wedding invitations. Corporate events can have many unwritten and hidden rules and therefore can be more challenging. With corporate events one needs to take care of time management (when having conferences or speeches) and also create a balance between fun and work. (Vallo & Häyrynen 2008, 94; Wolf 2005, 8-9.)

The International Seminar for P.E. Teachers could be identified as a social event but with an educational intention. The programme is mainly built for educational purposes but since the event is held during summer, which is considered vacation time for the teachers there is also entertainment in the programme. When planning the programme for the case event, one actually needs to consider the time management and balance between fun and “work” such as in the case of corporate events. The International Seminar for P.E. Teachers is a six-day seminar and therefore the programme needs a lot of planning so that the flow of the event will last throughout the seminar.

Events can also be categorized according to other characteristics, such as by size or content. When looking at size as a factor, an event can be a major event, mega-event, hallmark event or a local/community event. If the event is categorized according to content it can be a cultural event, sports event or a business event. (Bowdin, Allen, O'Toole, Harris & McDonell 2011,17-28.) When categorizing the case seminar it could be identified as both cultural and sports event since the event consists of various sports as well as sharing of the Finnish culture and introducing participants to the cultures of other participants.

2.2.3 When

When will the event take place can become a difficult task to fix. One needs to take many external factors into consideration before setting the final date. What time of year, month, week, day and for how long are the main questions when finding the most ideal time for an event. The date can also determine décor, menu, programme and entertainment, since these all should be fitted into the season. Also the duration of an event is something to think about; what is the ideal duration in order to get everything done without rushing or having inelegantly long breaks without entertainment. Personal financing and scheduling of the targeted participants is also something to consider when planning the duration and date. (Vallo & Häyrinen 2008, 138.)

Time and duration can also become a key factor when considering how many individuals from your target group are able to participate. Mornings can be great for organization leaders, who have a busy schedule during the day. Also something to think about when arranging an event in Finland is the fact that Monday mornings and Friday afternoons are during the summer challenging for those Finns who spend the weekends in their summer cottages. (Vallo & Häyrinen 2008, 137-138.)

When planning an event in Finland finding the suitable date can become tricky business, due to the great differences of four seasons. Especially when dealing with international guests this needs to be thought from a different perspective; what seems like a perfect weather for a Finn to have a spring convention can convert into a horrible experience for guests coming from much warmer countries where temperature remains

+20 Celsius throughout the year. (Wolf 2005, 10-11.) The International Seminar for P.E. teachers is arranged in the beginning of August, and this has worked well for the purpose and programme of the event. Although summer in Finland can be somewhat unpredictable, the seminar week has been sunny and warm for almost every time it has been arranged, this was also the case in 2012. (Pellinen, M. 15.8.2012.)

2.2.4 Where

Next there is a question with two dimensions to it: where do you want to have your event and where can you do it. 'Where' can also be a question that needs to be considered together with 'when'. You wouldn't want to plan an event in an exotic location during the winter season; unless you wanted it to have an authentic and slightly extreme theme to it. Especially outdoor events are tightly relying on seasons and weather, as well as the location. When considering the location one should also understand the needs of the event itself; logistics, services offered, capacity and availability. (Wolf 2005, 12-14.) As for the case seminar, the choice of location was not part of the planning process, since it was arranged by Vierumäki and therefore also held in Vierumäki.

2.2.5 Why

Main question to ask oneself when planning an event is: Why is it being arranged in the first place? What is the purpose of the event? Keeping this thought clear throughout the planning process will help any organizer to stay on the right tracks in all decisions regarding the event. If one cannot answer to this question, the event might be better off left without implementing at all. There should always be an answer to why an event is planned. (Vallo & Häyrinen 2008, 94.)

Events can be categorized according to the purpose of the event. First there are charity events, that have a purpose of giving the gala guests something amazing in return of their (usually high priced) tickets. Another group is corporate events that can be held with various themes and reasons: meetings, product launches, anniversaries, holiday parties or picnics. And finally there are social events such as birthdays, weddings and anniversaries. Corporate events and social events vary from each other so significantly

that one could almost say they are each other's opposites what it comes to the 'why' behind the events. (Wolf 2005, 15-20.)

2.2.6 How

How is the additional aspect to the five event elements of event planning however it can become one of the most important ones in a planning process. 'How much is the budget?' is a question which determines many decisions made already during the planning process. (Wolf 2005, 21-23.)

There should always be a planned budget before the actual action of event organizing; at least an estimate! Events can eat up a great share of money if one does not carefully consider options and costs beforehand. Previous experience and comparison with other similar events can be of great help when composing a budget. (Vallo & Häyriinen 2008, 139-140.)

After careful consideration on the five elements and how, one has a great solid framework of an event from which the building up and planning of the event can begin. Through this careful analyze of the event one is able to set objectives for the event and proceed with the planning process. Based on Häyriinen & Vallo and Wolf the 5Ws were also determined in the case of the International Seminar for P.E. Teachers 2012, as seen in Table 1. Since this event was arranged for the 9th time in 2012, the determining of the 5Ws was done by the event director and organizing committee as early as two years prior to the event. After this, the actual planning process began.

Table 1: 5Ws of the International Seminar for P.E. Teachers 2012

	The 9th International Seminar for P.E. Teachers 2012
Who?	Physical Education Teachers
What?	Six-day seminar, Programme including: Lectures, Sports demonstrations, Conversation and Sharing of ideas (Learning cafe) Theme for this year's seminar: Physical and Health Education - Promoting Wellbeing at Schools
When?	29.7-3.8.2012

Where?	Vierumäki, Sports Institute of Finland
Why?	Networking, Sharing new ideas and tools for everyday work
How?	Partial Funding from the Ministry of Education, seminar fees from participants

2.3 Event planning

In event management, the planning process usually takes the biggest share of all work that is put into the project of organizing an event. Since event management continues from the beginning of the planning until the evaluation, also the Event Organizer's Manual includes details concerning all of the stages. Project management or event management describes the the work before the event, the event itself and the outcome and closure of the event. In the case of the International Seminar for P.E. teachers 2012, the event was managed as a project from the beginning until the end and this is why project management tools included planning, marketing, design and decoration, budgeting, logistics, staging and evaluating. (Bowdin et al. 2011, 258.)

Planning is vital to the success of events. Events can be complex and have unusual requirements that differ from the routine activities of an organization. When planning any event, one should always keep in mind the idea behind the event as well as the theme of the event. (Vallo & Häyrinen 2008, 98.)

Although creating a plan is one of the most important things in event organizing, flexibility can also be a major element in planning an event, one should not get locked into the planning process and remember that the original plan might change during the implementing and at that point it is crucial to be flexible and create a new plan that will work for the changed circumstances. (Shone & Parry 2004, 81-83.)

In the Event Organizer's Manual there is a base for a project plan found in the attachments ready for the organizer to fill in and use as a starting point. The project plan for the International Seminar for P.E. Teachers (Appendix 1) works almost as a cycle, since the planning of the seminar begins from analyzing the previous seminar. Identifying the objectives and aims of the seminar is done almost immediately after the previ-

ous seminar is over and feedback has been collected from the participants. (Pellinen, M. 15.8.2012)

This basis for a project plan found in the Event Organizer's Manual was created based on the experiences of the author and could be used as plan that will grow and be updated during the process and that is why one can never have a perfect document ready awaiting but having a basic starting point makes starting the plan easier.

The starting point of all plans is identifying the objectives and aims for the project. Having some basic information at one place, the planning will be much easier and have multiple benefits. The planning process helps identifying the possible problems beforehand and takes into account things that might go wrong during the implementing. Project plan is an essential tool to help with the overall planning and all the activities included in the process that will lead to the event. The key characteristic of a project plan is that it is up to date and available to all of the members included in the planning process. (Shone & Parry, 2004, 84-87)

In the Event Organizer's Manual the basics that are needed in the planning of any event in Vierumäki are introduced. This means all operative actions, such as using the reservations-system, booking accommodation, sports equipment and facilities, food services, logistics, entertainment etc. as well as forming an organizing team and finding volunteers and sponsors.

2.3.1 Time and duration of the event

Once all of the facts have been identified the actual planning of the event can begin. Using the details and the nature of the event and the range of the budget one can have a good idea of what nature is the event and in what season, month, week, weekend, and day does it fit best. (Wolf, 2005, 31-33) Choosing the date can be a crucial factor to determine whether your event will be a success or not. By checking the organization's calendar, availability of key facilities, other events held in the same area, and other events with the same theme, one is able to see whether the choice of date will work or not. Having event at the same time with another event that has the same target audi-

ence might lead to the loss of participants. (Campbell, Robinson, Brown, Race 2003, 47.)

Also while figuring out the date one must determine the duration and the flow of the event. The flow of the event is of course something that comes much later in the planning process, but you can have a rough draft of timetable/schedule at a very early point of planning. (Wolf, 2005, 31-33) Deciding on the duration of the event one should also consider whether one-day enrollments will be available for those who aren't able to attend the whole event. One might also want to think through whether the targeted participants are more likely to attend an event in the beginning or middle of the week or prefer a weekend conference. (Campbell et al. 2003, 47-48.)

The International Seminar for P.E. Teachers 2012 began on a Sunday afternoon and ended on Friday afternoon. Even though the duration of the seminar is rather long (six days) it is held during the summer and also quite close to the beginning of a new school year which makes it accessible and suitable for teachers. The dates for the seminar are also great from the Vierumäki point of view since most of the summer courses and events are held earlier during the summer and the school year has not yet started in the Sports Institute.

2.3.2 Choosing the Venue

The venue hunt should start as early as possible since most good venues are booked well in advance. Choosing the right venue depends on the size of the event, what kind of facilities are needed, what kind of environment suits best, and of course what venue fits in the budget. Some factors that also affect the choice for a venue are accessibility and transportation; this means that one should consider the location of the venue carefully: will it be around the corner or at a distant location, out of town, when accommodation and transportation is needed for participants. (Campbell et al. 2003, 49-51)

In the case of the International Seminar for P.E. Teachers 2012, the choice of venue was not only obvious but also the starting point. The seminar had been organized many times before in the same location and so it was in 2012 as well. The venue had been chosen already years ago and over the many years it had been organized proved

to be the suitable location for this type of event. Since Vierumäki offers many sports facilities and opportunities, it fits to the seminar where most of the actions are done through sports classes and demonstrations. (Pellinen, M. 15.8.2013)

What it comes to the location of the Sports Institute, additional transportation for the participants is needed, since for many international guests it could be rather difficult to find Vierumäki since most of the signs are in Finnish and Vierumäki is not easily accessible from the main routes of Finland, if one is not familiar with the country. This needed to be taken care of by the organizing team. Also most of the management of accommodation of the participants needed to be taken care of by the organizers. (Pellinen, M. 15.8.2013; Vierumäki.) All reservations in Vierumäki are booked into the Lobby reservations-system and since there might not be any courses available for the Lobby, some basic information on how to work with the reservations was added into the manual as well.

2.3.3 Choosing and running an organizing team

Organizing an event is a team effort. An organizing team usually consists of colleagues and volunteers, insiders and extra help. There can be two sets of teams, one that plans the event and another that works during the event. (Campbell et al. 2003, 53) In some organizations there is an organizing committee that is responsible for event planning. In these cases it is easier to work on the project since the members already know each other and each other's strengths and weaknesses. However in some cases a new committee may be required. (Shone & Parry, 2004)

Finding the right people for the event planning and implementing team can be a tricky business. One thing that will help in the end is to start recruiting really early. The sooner the members are clear the more likely they will be able to commit to the tasks and help with arrangements when needed. (Campbell et al. 2003, 54) When recruiting new members to the team it is important to also keep in mind what is needed from the members. Do the people you might want to recruit have the time to do the job they're expected to? Have they done projects like this before? How well will they work with each other? Do the members complement each other in terms of strengths and weaknesses? (Shone & Parry 2004, 64-65)

Another thing to keep in mind during the search for organizing committee/team is the size of the team. Thinking carefully how many hands and feet are needed the day of the event as well as how many people are needed in the planning process: “many hands make light work but too many cooks spoil the broth”. Keeping close contact with representatives of the host venue and other people outside the organization is also important throughout the planning process. (Campbell et al. 2003, 53-54)

In the case of the International Seminar for P.E. Teachers, the staff of the different departments in Vierumäki acted as the representatives of the host venue. Departments with restaurant, entertainment, maintenance, sports and marketing services were contacted throughout the process of the event planning. During the planning, the communication between different departments was rather difficult during the holiday season. This applied also for the volunteers and guest lecturers.

Having an organizing committee of people with different skills makes it easier to divide tasks according to the member’s expertise and also helps with getting the most out of each member and the needed professionals to deal with the different needs of planning process. Also knowing the strengths of volunteers will help in the implementing of the event. The outcome of the event relies pretty much on the strengths of the organizing committee. When the team is formulated, the tasks can be divided accordingly. (Shone & Parry 2004, 64-65.)

The organizing team of the International Seminar for P.E. Teachers consisted of many individuals with different backgrounds and their own specialties. Some members were staff of Vierumäki while others were from cooperation organizations, such as LIITORY. Also a number of volunteers were added to the organizing team to help with the implementing part of the event. Since the organizing team consisted of people with expertise on different fields, the tasks were divided according to the skills of the members. (Pellinen, M. 15.8.2012)

2.3.4 Financial planning

In the planning and organizing process of any event the management of finance can become the most important supporting factor for the success of the event. Successful financial management does not necessary mean making a profit but with most cases it is defined as so. Financial planning of an event consists of many different factors and requires a great attention to detail and careful planning. The aim of financial plan is to cover all costs with ticket sales, donations, grants, funding and sponsorship. Planning this ahead requires forecasts developed by different processes and an evaluation of the potential of the event. (Robinson, Wale, Dickson 2010, 46-47.) During the planning of a budget it is a good idea to go through previous projects with the same characteristics. When creating the budget all previous knowledge on the target audience helps. E.g. all male guests eat a lot more food than a group of fine ladies. (Vallo & Häyrynen 2008, 139.)

Creating a budget, an estimate of the funding and the set of costs and expenses is important part of financial planning. Checking the income and expenses during the process is just as important for it will show where one is financially and whether things are going as planned. This is expected of the event manager, to prevent spending. With a well-reasoned budget, all departments know what they are able to spend and can manage spending together to make ends meet. A good budget will provide management with a base to build a successful event on. (Bowdin et al. 2011, 318.)

Budget for the International Seminar for P.E. Teachers was mainly based on the previous events and the analysis of the funding, seminar fees, number of participants and estimated costs for the seminar. Since the event was arranged for the 9th time, the budget relied on previous seminars and thus was created based on the cash flow on the seminars of 2010 and 2008. Also the participation fees from the guests of the seminar are collected from the participants prior to the event. This way the organizers can check on the financial situation already before the event takes place and make some changes if possible. (Pellinen, M. 15.8.2012.)

2.3.5 Marketing

Although the era of marketing began in the early 1950s, it is still one of the most commonly used words without a standard universal definition. Marketing can be explained by various different ways depending on who you ask. According to Kotler & Armstrong marketing is: “managing profitable customer relationships.” Indeed, marketing is all about the customers and therefore before marketing planning can begin, a thorough investigation on the customer or target audience should be conducted. Understanding the marketplace and the customers’ needs and wants is the starting point of marketing plan. (Kotler & Armstrong 2010, 26.)

One important factor of creating and managing customer relationships in the case seminar was the communication with the guests prior to the event. In the case of International Seminar for P.E. Teachers 2012, the target audience, P.E. Teachers turned out to be a difficult target to market to during the summer season. Since most of the teachers in Finland and in Europe are on a holiday, the marketing for the event relied mostly on the marketing that was done in a very early stage and via email and printed materials distributed to schools.

How to market an event becomes significant no matter what size, type, or themed the event itself is. Budget can become the one thing that determines what type of marketing is used for the event. For some events the budget available might be very large and for other events quite modest, so the marketing has to be planned according to that and focus more on effective public relations rather than on advertising. (Shone & Parry, 2004, 92-93)

For the P.E. Teachers Seminar, the marketing budget was rather modest and that is why the actions taken relied on Facebook, e-mails and other inexpensive marketing tools.

Marketing should start as soon as the basics of the event have been determined. After knowing the objectives of the event the marketing should begin and it could follow the base of the five W’s. (Campbell et al. 2004, 61-63)

The marketing for the International Seminar for P.E. Teachers 2012 had started already the last day of the same seminar held in 2010. Since the seminar is held every two-years the marketing actions begin at a very early stage as well. As soon as the date and theme for the next seminar is decided, the marketing for the previous seminar attendees will begin.

Marketing plan can take many different forms but at its most simplest can include the following:

- Internal marketing (intranet)
- Press releases (newspapers)
- Media marketing (tv, radio and internet)
- Direct marketing (mail)

Marketing plan can vary according to the target audience and the goal of the event itself. E.g. the marketing of a concert for youngsters can rely mostly on internet and social media while marketing for Finance Managers seminar could rely on a direct mail to the members. (Vallo & Häyrynen 2008, 53.) The traditional marketing tools for the International Seminar for P.E. Teachers 2012 relied mostly on advertising in the newspapers targeted for the target audience, such as the Liikunnan- ja Terveystiedon Opettaja – magazine as well as press releases.

Facebook was used as a marketing and communication tool for the first time for this particular event. Printed materials were also distributed to cooperation organizations and schools in close cooperation with the Sports Institute of Finland. According to the seminar director the International Seminar for P.E. Teachers is usually promoted through cooperative organizations, networking and by traditional advertisement in Medias used by P.E. Teachers. (Pellinen, M. 15.8.2012)

Marketing of an event is important since without it the target audience is not able to find the event and without participants an event will not succeed. Since the author of the manual joined the planning process rather late what it comes to marketing the event, the amount of marketing in the project remained rather minor. From the authors point the marketing actions taken were not enough and this is why the Event

Organizer's Manual includes are some tips on when to start the marketing and through what channels is marketing done in Vierumäki generally. However when talking about marketing tools, new and innovative ideas should be used whenever possible side by side with the more traditional ones and this is why Facebook will be used again in the marketing of the event as well as a tool of communicating with the participants.

(Pellinen, M. 15.8.2012)

Marketing mix

Marketing mix combines several elements of marketing. Usually marketing mix is introduced in the form of the four Ps: product, price, place, and promotion. When dealing with services, to which events are counted as well, marketing mix can also be added the following: people, process and physical evidence, making it the 7Ps. Since each event is unique, so should the marketing mix be manipulated accordingly. Products and services need to be designed for the target market. (Robinson et al. 2010, 147-151.)

2.3.6 Multicultural Event Planning

Whenever dealing with different cultures one must pay extra attention to local protocol and etiquette. This also applies to event planning. One should try to understand the customs and beliefs of the clients, guests, participants, co-workers etc. This is not only polite and benefits the planners but also make the client feel valuable and important, in some cases more welcomed. (Allen, 2002, 221)

Guests need to be informed by their advisors and event planners of exactly what to expect, what to do and how best to do it. (Allen, 2002, 222)

There are many different protocols and customs in the world and most cases it is too easy to insult someone by making a wrong gesture or saying something that can be interpreted completely incorrect. This is why it is important to consider these cultural differences when planning an event and try to avoid mistakes as much as possible. Details such as formal use of Mr. or Mrs. and titles such as Dr. can make one look like an amateur in the eyes of the recipient if not used correctly. Also something to keep in

mind is the significance of gifts; as an example in Japan they are tradition, a sign of respect, while in China; a personal gift can be viewed as bribery or foul play.

One rather important aspect to keep in mind is to inform the guests of appropriate attire for the event. What one might keep as an obvious dress code for an informal evening by the lake, can be interpreted rather different in case the recipient of an invitation is not familiar with the agenda and nature of the meeting. It can become rather awkward for the guest to attend a sports lesson in a business suit or a formal dinner party wearing sneakers and a sweater. (Chaney & Martin 2007, 115.)

The programme of the International Seminar for P.E. Teachers 2012 consisted of both sports lectures as well as evening entertainment. (Peseminar.) This is why a dress code was indicated in the programme as well. For some international guests it turned out to be quite difficult to interpret the dress codes even when they were indicated in the programme and this is why it is important to make it clear and use international codes for international guests.

The key to creating successful events is to learn as much as one can about the cultural and political matters. One must also understand some religious beliefs that can regulate many daily decisions and should be taken under consideration in food choices, entertainment and events that require certain dress code. Event planner should always know who their guests are and try to learn as much as possible from their culture in order to make all guest feel equally welcomed and avoid all possible awkward moments caused by ignorance from the organizers part. By checking the local customs and protocol, proper etiquette, religious beliefs, cultural issues, political matters, and proper attire, one can successfully plan a multicultural event. (Allen 2002, 228-229.)

Since many of the guests of the International Seminar for P.E. Teachers came from outside of Finland, they needed invitation letters from Vierumäki in order to file for a visa or funding from their employer. Communicating with the participants prior to the event is important, especially in cases where the guests are coming from abroad and may need help with transportation, dress codes, weather, payments and other arrangements before coming to Finland and to Vierumäki. This was one of the key tasks be-

fore the event in Vierumäki. Also informing the restaurant and maintenance staff on things such as special diets was part of the initial arrangements needed to be taken care of for the international guests.

2.3.7 Risk Management

One definition for event risk is that it is any future incident that can have an unpleasant effect on the event. Another way to simply explain event risk is to refer it to a 'possible problem'. Some examples of risks related to events are safety risks, financial risks, mis-interpretation of the event and misleading marketing.

Risk management is the process of identifying possible problems, analyzing them and dealing with them. As with any project there should always be a risk analysis done prior to the event to prevent all possible accidents and other incidents that might occur. This is also one chapter in the Event Organizer's Manual together with general safety rules of Vierumäki. The rules should be made clear to all guests of Vierumäki beforehand since the closest emergency room is more than 15 kilometers away from the premises and by making sure the rules are clear some risks can be avoided.

Risk analysis in Vierumäki should be done in written and thought through with time to cover all possible aspects. Events are extremely exposed to many risks due to the characteristics of events: large crowds, specific venues, volunteers and movement of equipment. This is why a good risk management strategy is key to all events and should be composed with careful consideration. (Bowdin et al.2011, 593-595.)

In Vierumäki the risks are identified and managed yearly, however when arranging a specific event, there needs to be a risk management done for the event as well. In the case of the International Seminar for P.E. teachers the most common risks that were prepared for were minor injuries during different sports classes. (Järvinen, T 2010.)

During the International Seminar for P.E. Teachers 2012 there were times when the guests went for the info desk to ask for guidance to some of the distant sports facilities. This was corrected with posting signs to the area. When arranging an event guides and signs are a great help for guests unfamiliar with the premises of the venue. Having

signs is also one way to prevent the risks of participants getting lost and thus important factor to think through.

2.3.8 Implementation

The implementation process in project management includes the application of all plans, such as carrying out the promotional schedule, hiring staff and confirming contracts. The beginning of the implementation can consist of various meetings and communication between various parties. (Bowdin et al. 2011, 263.)

The implementation of the plans for the International Seminar for P.E. Teachers 2012 consisted of meetings with the organizing team as well as the confirming and revising of all initial reservations. Also agreements were finalized with the restaurants and sports instructors of Vierumäki. During the implementation of the plan the number of participants registered was also monitored and according to that some changes were made to the initial plan. Since the number of participants was lower than expected the guest lecturers were also informed so that they knew to prepare the classes according to the audience. Making decisions based on the comparison between the plans and the reality as well as work-in-progress reporting to the stakeholders is one of the characteristics of the implementation process. (Bowdin et al. 2011, 263.)

During the implementation of the actual event the tasks and responsibilities of the organizers might change and the people previously in charge of planning move from the office and onto the field. This was also the case in the International Seminar for P.E. Teachers 2012. The organizing committee was also responsible for the implementing of the planned event in the roles of information desk receptionist, sports equipment supervisors, hosts and hostesses and entertainment managers. (Bowdin et al. 2011, 263.)

During the seminar the most important task for the staff is to make sure all guests feel welcomed and that all functions work. During the case seminar some things needed to be fixed on-site and with plan B. However this is the case with many events; you can only plan for so much and there will always be factors that will change during the event

progresses. Making on-the-spot decisions and running the event are also parts of project management of events. (Bowdin et al. 2011, 263.)

2.3.9 Evaluation

According to Bowdin et al. event evaluation is “the process of critically observing, measuring and monitoring the implementation of an event” (Bowdin et al. 2011, 630.) This process consists of pre-event evaluation, the monitoring and control during the implementation as well as post-event evaluation. In the case of the International Seminar for P. E. Teachers 2012 the event evaluation relies on the evaluation on the previous seminar, the monitoring during the planning and implementing process through various check-up points during the process as well as the after-event evaluation, consisting of financial statements, feedback collected from both participants and guest lecturers (Appendix 2) as well as the analysis and observations of the organizing committee and service providers in Vierumäki.

The usage of webropol as a tool for feedback gathering is not used in all departments in Vierumäki but with the case seminar it was the most suitable since the guests were international and printing and sending papers would have been not only difficult highly costly. The feedback was collected within a week after the event since the guests of the seminar came from outside of Finland and therefore some time for travelling was given to the participants before sending the feedback link for them to access. Through the analysis of the feedback gathered, the organizers are able to identify what worked well and what didn't as well as what needs to be improved for the next seminar.

One part of event evaluation is the evaluation of event management processes. Through careful analysis of the processes used, the event manager is able to improve not only their own skills and techniques but also the outcomes of the processes. As for the case seminar, this evaluation helped the author of the Event Organizer's Manual to introduce new techniques and also update the existing ones into an updated project plan for the future events.

2.4 How to write a manual

Writing a manual from the beginning can seem like a difficult, time consuming task with multiple variables and facts to consider. A manual should be written so that it will end up looking well-designed, well-organized product containing only the necessary information: short, simple and easy. The manual should be constructed so that a person is able to read a section and understand it immediately. (Norman, D.)

While writing a manual one should remember to keep in mind the subject one is writing about and what audience the manual is written for. When thinking about the design of the manual, first thing to decide upon is the logical order of topics on the manual as well as dividing the sections according to the subtopics so that the manual is easy to search information from. (WikiHow.)

Since the author of the Event Organizer's Manual was a part of the organizing committee of the International Seminar for P.E. Teachers 2012 the idea of what needs to be in the manual and also to whom the manual is written to were obvious. When writing a manual it is crucial to understand the reader in order to make the manual functional and since the author of the manual was in a way writing this particular manual for the next person in the same role, this did not require extra work and imagination.

Having the audience clear in mind the manual was written in a logical order from the organizers point of view.

The Event Organizer's manual introduces the basic information needed to know about Vierumäki. Since the reader of the manual might not be familiar with the premises and e.g. restaurants and conference rooms or how to book them in Vierumäki, these act as the basics and beginning of the manual. The topics following the initial information are more detailed descriptions on general arrangements in the order they are needed in the planning process. Pictures in the manual will provide the reader with detailed information and support the text itself.

3 Event Organizer's Manual

3.1 Personal experience

The author of the Event Organizer's Manual for Vierumäki worked as a seminar assistant for the International Seminar for P.E. Teachers in the summer of 2012. During that period of time her tasks consisted of event organizing, sponsorship and marketing as well as working at an info desk and office during the event. Also the follow-up work of the event, such as composing a feedback form and analysing the results included in the tasks of the author.

Before the actual event took place most of the responsibilities and tasks of a seminar assistant were making reservations, communicating with the staff of Vierumäki and with guests of the seminar, finding sponsors for the event, marketing via Facebook and composing invitations, memos and other required documents throughout the planning process.

Organizing an event calls for the handling of many small details and general matters with the venue and staff. In the case of the International Seminar for P.E. Teachers 2012 these tasks included errands such as arranging flags, making badges for all participants and guest lecturers, arranging bus transportation, ordering gifts and composing a guidebook for all participants.

Although most of the work when arranging an event occur prior to the event itself, the most important actions take place during the event, for that is what matters the most for the participants and thus defines the success of the event. During the event itself (July 29 – August 3, 2012) the main responsibilities of a seminar assistant were taking care of check-in and welcoming the guests, working at an information desk and helping with general arrangements throughout the seminar.

The information desk was set up to a centred location in Vierumäki and the opening hours were from 8 am to 6 pm. Organizing the desk and working there during the seminar included helping the guests with multiple problems, making certifications of participation for international guest and handling the return traffic by finding suitable

bus schedules, taxis and also collecting the bus fees for those participants taking the organized bus transportation back to the Airport.

After the event feedback was collected from participants as well as guest lecturers via webropol survey. The survey was sent out with a thank you letter to all participants and guest lecturers and the results were analysed and stored for further seminars. Saving information for invoicing and billing department was one of the main tasks as well as communication with participants (lost items etc.) and updating the webpage and Facebook.

3.2 Material and Interviews

The material for the Event Organizer's Manual was mainly collected from the intranet and webpage of Vierumäki and through notes taken by the author during the role of an assistant. There is also a previous manual written in Vierumäki in 2010 by the head of the events department of Vierumäki Country Club Oy, a sister company of the Sports Institute of Finland. This manual, however, was lacking many topics and details and some of the information was already dated at the time of the International Seminar for P.E. Teachers 2012 was held and therefore was useless.

In addition to the written materials from Vierumäki, the results of feedback collected from the guest lecturers (Appendix 2) was used to reflect on how well the seminar was planned and implemented and whether the case was suitable as an example and a reflecting point for the manual.

The seminar hostess and manager, Mairit Pellinen, international affairs coordinator in Vierumäki was also the boss of the author and thus an obvious choice for an interview. During the interview the issues of what went well, what could have been done differently and what needs to be taken under consideration when planning an event such as the International Seminar for P.E. Teachers 2012 were discussed. Ms. Pellinen was interviewed after the event and also during the writing process of the manual to receive feedback on whether the author had understood the commissioner's wants.

3.3 Creating the manual

The Event Organizer's Manual is based on the own experiences of the author, interviews with the Vierumäki organizing staff as well as the collected theoretical background. By reflecting both theory and practical experience, the author was able to make the manual reliable and informative and thus useful for the reader.

The reasoning behind a written manual became from the commissioner. Since the events for Sports Institute of Finland are usually planned as side-projects among the daily work tasks, some things might be left out or forgotten during the process. To avoid this and to have a basis from where to build on and check if everything is done, the Event Organizer's Manual was composed. (Pellinen, M. 15.8.2012.)

Since in Vierumäki there is no functional or suitable digital platform used daily among the staff, the manual could not be created into a digital version. This is why the manual will be introduced to the staff of Vierumäki as a Word-document. This makes it possible for anyone to add and update information into the document once the information changes over time and also in case in the future Vierumäki will adopt an online-platform where the document could easily be added this will be possible. Meanwhile the manual can be printed out when needed and the check-lists can be filled in onto the manual.

Although Vierumäki can be considered as a domestic environment with Finnish being the language of operations the Event Organizer's Manual was written in English. This is due to the fact that more and more projects are being implemented with students of HAAGA-HELIA, such as Degree Programme students who might not understand Finnish at all. By having the manual in English it is possible for everyone to use it as a tool for event organizing. (Pellinen, M. 15.8.2012.)

The structure of the manual developed during the writing process and eventually was organized in according to time: what the event organizer needs first in Vierumäki will also be first in the manual.

The manual consist of information that is needed especially in Vierumäki. Since in the case of International Seminar for P.E. Teachers 2012 the role of Vierumäki is both acting as the organizer as well as the venue, there are some things that differ from what one could call ordinary event planning. In Vierumäki, the organizer is also in charge of all operations considering the accommodation and restaurant services. This creates some additional challenges to the planning process but also can be seen as an advantage. The challenge is that all reservations must be managed by the organizer and planner and this will take time and effort from the organizing staff. As an advantage one could see that while being in charge of all operations considering the venue, there is less room for errors and misunderstandings and also one will know how the facilities look like and where they are located in the premises.

The Event Organizer's Manual follows the process of any project management in a way that is begins with the planning process done prior to the event, followed by things needed to be done during the event and ends with topics needed to do after the event. Some tips for things that one should have ready the day before the event, in the check-in moment and all through the seminar were added according to the experiences during the seminar of 2012.

Small details make great impact when planned well ahead. This is why decorations and other extra equipment needed for the event are some of the finishing touches for an event. Things such as having flags of all of the participants home countries is a nice gesture in international events and should be done whenever possible. The process of finding the needed flags, ordering the missing ones to Vierumäki and making sure the maintenance service staff will get the flags in time before the event and return them after turned out to be a time consuming process and therefore all of the necessary information was written to the manual to save time for the next event planner.

An additional thing that is taken very seriously in Vierumäki is the environment. Vierumäki is located in the middle of beautiful nature and has been awarded with the ISO14001 certificate. Therefore it is also mentioned in the manual, for whenever arranging a large event one should consider whether the surrounding nature is affected with noise, trash or traffic. (Vierumäki.)

The overall appearance of the manual is based on the theme of Vierumäki and all pictures are either from the Vierumäki webpage or intranet. Having pictures of example programme, webpage of an event and also on the tools used in the organizing, such as Lyyti-registration webtool will give the reader better idea on how things can be done and what they could look like in the end. Also by adding pictures to the manual, it will appear interesting and support the text.

4 Conclusion

The aim of the thesis was to create a functional manual that can be used as a guideline for international events held in a domestic environment in Vierumäki Sport Institute of Finland. The final result of the thesis: Event Organizer's Manual will be given to the commissioner as a tool for event organizers and it will provide the reader with answer on of how to arrange an event in Vierumäki.

Since the general planning process for the case seminar takes at least 18 months and the personal experience was gathered during the last three months of the planning process it required a lot of theoretical research and conversations with the event manager to gather the information required for the manual. Composing a project plan for the Event Organizer's manual was one of the most important parts since it will give a basis for the next event organizer and thus needed to include all the necessary parts of event planning.

One of the most challenging parts of the thesis was to gather enough information for the manual as well as finding supporting theoretical background and concepts for the needed parts. Although initially the topic of Event Organizer's Manual appeared to be an easy task, it turned out to be a time consuming and challenging task due to the numerous variables that needed to be taken under consideration when talking about event management.

In Vierumäki there are many service providers, suppliers and departments and this is why finding and adding information to the manual on all different operations and how things work between the different departments was rather difficult task. Since in Vierumäki, the organizer is also the representative of the venue, all of the tasks that in most cases would be ordered from a hotel or restaurant are managed by the organizer and therefore it was challenging to have the manual answer to all of the questions concerning the services in Vierumäki.

Although the process of creating the Event Organizer's Manual was rather challenging it was at the same time highly useful for the author. The knowledge and understanding of different concepts of event management grew during the writing and research process and gave a theoretical basis on the previously gained experiences of the author and gave many ideas on how the case seminar could have been done better.

The thesis process was very useful and taught the author not only to pay more detail on the time management of projects but also a great deal on event organizing. Since event organizing is something that the author of the thesis is interested in working with in the future, this research and creating process will help with possible future projects.

The manual itself is an independent piece of information and in case the commissioner will adopt it as a basis for future event planners, it can easily be used as an introduction as well as a check-up-list. One thing however that makes the manual rather old-fashioned is the fact that it is in the form of a Word-document rather than as a digital document. Nevertheless, the manual can be transformed into a digital version and be updated and added into a suitable online- or intranet platform chosen by the commissioner whenever they decide to adopt a certain tool for their everyday work.

The author of the thesis was satisfied with the result of the thesis. The Event Organizer's Manual can be used for the purpose it was aiming and created for and has plenty of useful information that was not available for the author when she started as an assistant for the International Seminar for P.E. Teachers 2012.

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Appendices

Appendix 1: Project plan: the International Seminar for P.E. Teachers 2012

The International Seminar for P.E. Teachers 2012	24 MONTHS	18 MONTHS	12 MONTHS	6 MONTHS	3 MONTHS	1 MONTH	1 WEEK	DAY BEFORE	DURING	AFTER
<u>BEFORE THE EVENT</u>										
Analysis of the feedback and results from the event	x									
Early marketing (begins at the end of the last event)	x									
Deciding the basics and building the product (time, place, theme)	x									
Making the initial reservations for lobby	x									
Creating a registration form (LYYTI)		X								
Applying for funding		x								
Creating a marketing plan and beginning the implementing		x								
Some marketing example steps:										
Printed materials		x	x	x						
Special offers for groups				x						
Special offers for early registration				x	x					
E-marketing & social media		x	x	x	x	x	x	x		
Newspapers				x						
Press release					x		x		x	
Start looking for guest lecturers		x								
Planning the programme		x	x	x	x	x				
Meetings with the organizing committee		x	x	x	x					
Managing bookings for facilities		x	x	x	x	x	x	x		
Start looking for sponsors		x	x	x						
Check the number of participants and act accordingly (adjust the estimated reservations)				x						
Find volunteers and students for the project				x	x					

Check the number of participants and act accordingly					x					
Agree on housekeeping (only once during the event)					x					
Handbook for participants					x	x				
Information to the staff of Vierumäki						x	x			
Check the number of participants and act accordingly							x			
Final adjustments to reservations							x			
Task allocation for volunteers							x			
<u>DURING THE EVENT</u>										
Setting up reception desk								x		
Setting up information desk								x		
Fixing information to info-folder								x		
Welcome the guests & check-in									x	
Plan opening ceremonies									x	
Arrange evening entertainment									x	
Organize return traffic									x	
<u>AFTER THE EVENT</u>										
Feedback from the participants										x
Marketing for the next event										x
Thank you for cooperation-letters										x
Make reports for necessary institutions (e.g. Ministry of Education)										x
Evaluating and analyzing the feedback for the next event										x

Appendix 2: P.E. Seminar 2012 Presenter Feedback

1. Name

Vastaajien määrä: 8

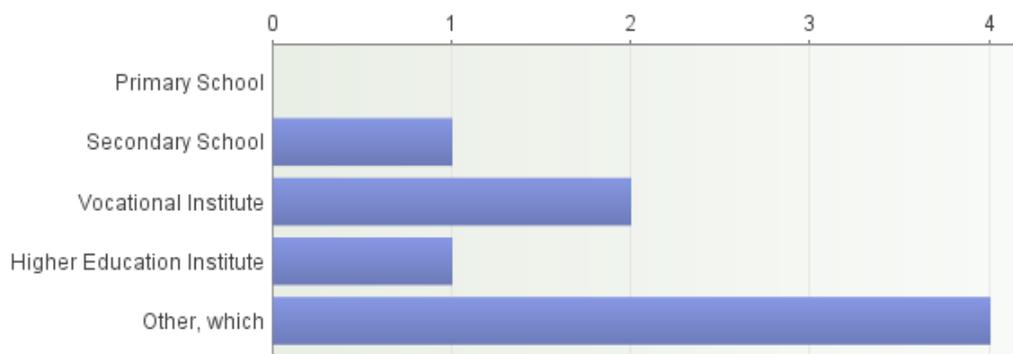
2. Nationality

Vastaajien määrä: 8

- Finnish
- Suomi
- german
- Swedish
- Suomi
- Fnnish
- Finland
- Finnish

3. Current work place

Vastaajien määrä: 8



Avoimet vastaukset: Other, which

- offering trainings through my business
- Musiikkiopisto
- private sector
- Industry

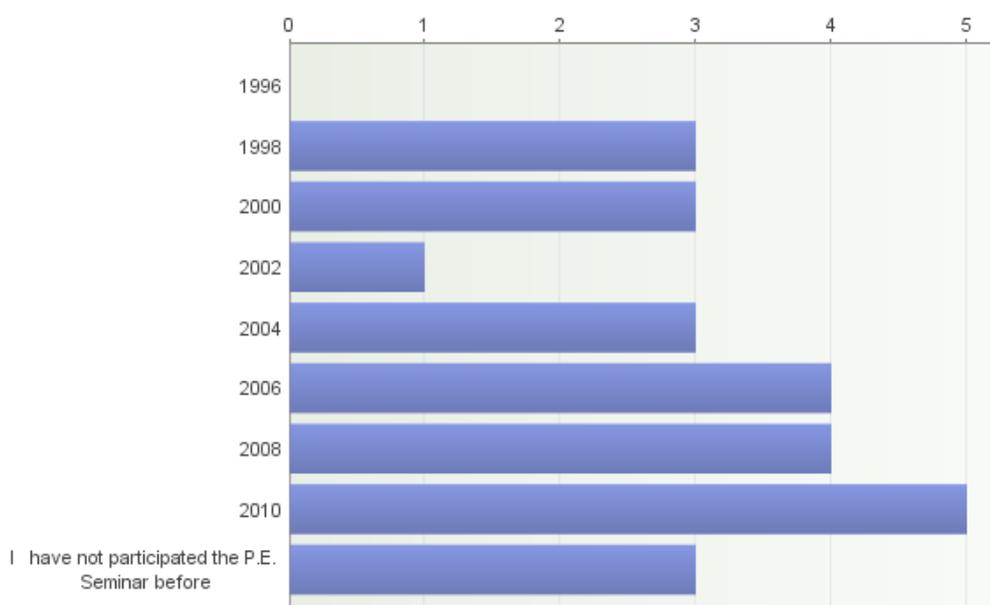
4. What was the topic of your lesson/lecture(s)?

Vastaajien määrä: 8

- Multipurpose lesson on a tennis court
- Easy Koreografies for school
- Thaiboxing
- Wellness and Fitness. Classes presented were Seasonal Pilates, Spirals, Flow Tonic, Feldenkrais and Qi gong (Dance of the Dragon)
- Body percussion ja motoriikka
- Gymstick Muscle, FitnessBag
- UKK Walk Test
- Sitting and health
- Yoga

5. Choose the P.E. Seminars you have participated before:

Vastaajien määrä: 8



6. Please comment the seminar programme in general.

Vastaajien määrä: 7

- Good variety of offerings and related to the theme of wellbeing.
- Sopivasti jaksoteltu. Ei liian kiire, mutta ei myöskään turhia taukoja
- well organized
- Great programme!
- Hieno valikoima erilaista tekemistä!
- Plenty of sessions (too many?), lot of variety
- The program was good

7. What would you like to add to the seminar programme? Why?

Vastaajien määrä: 6

- More topics related to teaching health education in schools, such as nutrition, sex education, stress management, alcohol and drugs etc.
- Voisin kuvitella, että "poikien lajeja" voisi lisätä, koska kurssilta puuttui lähes tulkoon kokonaan suomalaiset miehet. Jokin syy siihen oli.
- Can't think of anything at the moment!
- Luentoja, pääsisi myös pintaa syvemmälle
- General key note for all participants on importance or/and scientific evidence on PE and exercise for childrens health
- A real Speaker who teaches us some tools to handle with the youngsters, a talk in a very entertaining way, though. Maybe an actor/actress who plays the role of a perfect teacher in front of the teenagers of today. etc

Some connection to the reality of most teachers...

8. Were you happy with the time and date of your own lesson?

Vastaajien määrä: 8

- Yes, just perfect.
- Omat tuntini oli loistaviin aikoihin. Voisi olla jopa ekana päivänä, mutta nämäkin oli tosi hyvissäpaikoissa

- ja hyvään aikaan.
- last lesson should have been cancelled, on the last day only one person showed up
 - Most happy!
 - Kyllä, kiitos!
 - my lessons were organized well and I had good transition time
 - I would have liked to have different day
 - Yes, thank you. Only the very first class of the whole week (monday at 13) did not invite many people, because people are still too energetic. The second day of the course would be probably better to start with yoga lessons and after lunch then also.

9. Were you satisfied with the general arrangements?

Vastaajien määrä: 8

- There needs to be more coordination with regards to the use of equipment and what you can use. It would be helpful if all of the presenters would be given a tour to the equipment storage/s.
- Kurssi-olympialaiset olivat jotenkin huikeammalla järjestetty. Systeemit ja säännöt eivät olleet selvillä ja muuttui koko ajan. Eihän se maailman tärkein asia varmaankaan ollut, mutta jäi mieleen.
- yes
- Very well organized & all help hugely appreciated!
- Sain niukasti tietoa ennen seminaaria. Vastaisuudessa ehdottaisin seuraavaa, kaikille kouluttajille:
 - palkkaus sovitaan etukäteen, sisältää myös tiedon mahdollisista matkakorvauksista ja majoituksesta
 - kullekin kouluttajalle tietovihko, josta ilmenee yhteyshenkilöiden yhteystiedot ja mitä minulta odotetaan
 Olen ollut paikalla monta kertaa ja kaikkihan meni vanhaan malliin. En kuitenkaan vielä tiedä mitään palkastani ja siitä, joudunko maksamaan majoitukseni. Minusta oli vain kohtuutonta jakaa huone Benun kanssa, hän tuli sentään paikalle pitkän matkan päästä. Kouluttajille pitäisi järjestää kullekin omat huoneet :)
- Yes, I received help with equipment well and staff was very helpful!
- Yes; plenty of help in practical session (due Ville Uronen from same company)
- I'm satisfied. Only thing I'd recommend is to put big and clear signs to Arena and other places before the opening of the whole Seminar.
The descriptions of the classes should be easily found on information boards. So many people don't want to open the internet to read about the lessons during the course .

10. Did the equipments and the classroom/gym where you held your lesson meet your needs?

Vastaajien määrä: 8

- Yes, thus some of the equipment is quite old and in poor condition.
- Jep. Palloiluhalli oli just hyvä mun juttuun. Mankka ja mikki toimi, jess.
- they did
- Yes! The FlowTonic however was slightly challenging since it needs a clean wooden floor for the pads to slide on - I simply addressed the issue and it was in no way a problem.
- Kyllä, kiitos avusta!
- yes, perfectly
- Yes
- Yes, thank you!

11. How would you evaluate your own performance?

Vastaajien määrä: 8

- I was a little bit disappointed in the low number of participants in the demo. I had prepared to have between 20-30 people and only 14 showed up.
- Tiesin, että musiikki CD kiinnostaa kovasti, mutta minulla ei ollut niitä alunperin riittävästi (vain 14 kpl). Niitä piti ryhkyä sielä polttamaan ja se aiheutti ylimääräistä vaivaa. Muuten en voisi ehkä enempää valmistautua tunteihini.
- all ok
- I was highly motivated and well prepared. The feedback was overwhelming and I believe people went away inspired in some sense.
- Tunnit menivät suunnitelman mukaisesti.

- Overall plan worked well and I was satisfied with the way everything turned out.
- I think I succeeded well
- I have a quite good feeling that everything worked well and peacefully.

12. What did you think about the participant group?

Vastaajien määrä: 8

- An ideal group size would be 20.
- Mun aiheessa idea oli juuri se, että se käy kaikille ns. Easy and Fun. Ei tarvitse ryhmitellä mitenkään.
- they were very interested
- Personally I think it's nice to keep people together and show how different levels can work together and how we can add modifications, since feel it's a learning environment we're offering (not competitive).
- Osallistujat vaikuttivat innostuneilta ja suunnittelin tekemiset siten, ettei ryhmän koko oikeastaan vaikuttanut tekemisiin.
- I was very happy to discover that everybody was very motivated and interested in the subjects of my lessons
- I was satisfied: very international. Perhaps 2 hours would be needed for practical due lot of participants
- The size of the groups were perfect.

13. What would you change in your performance/lesson?

Vastaajien määrä: 7

- Possibility to use the clay tennis courts.
- Minulla oli kaksi kertaa sama tunti, mutta jo siihen toiseen muutin pikku juttuja, jotka toimi sitten paremmin. esim. lyhennin alkuverkkaa, jotta ehdin opettaa yhden tanssin enemmän jne. pieniä asioita.
- If I'd known that so many would turn up I might have chosen to work with a headset. Don't necessarily like that but it's good to know all participants can hear the words- especially when the English needs to be clear in a multicultural event like this. Afterwards I also regret that I didn't project some key words & sentences on the wall, it would have been helpful!
- En oikeastaan mitään.
- I would have saved time for questions at the end of my class. I was very surprised with the amount of questions after the class
- Extend time. Now I did not have time to instruct calculations of results very well
- Next time adding partner yoga!

14. Evaluate on scale 1-5 how satisfied you were on the seminar as a whole?

Vastaajien määrä: 8

	1	2	3	4	5		Yhteensä	Keskiarvo
I was not satisfied at all	0	0	0	5	3	I was very satisfied	8	4,38

15. What could the seminar organizers have done better?

Vastaajien määrä: 8

- There is always space for a little fine tuning, otherwise I think that it was the best seminar so far. Also, the lower number of participants helps to maintain quality and for the people to get to know each other.
- Infopisteessä kannattaa vain jaksaa ja jaksaa palvella ystävällisesti, vaikka päivät on pitkiä. Siitä tuli toisen käden tietoa, että palvelu ei aina ollut kohdillaan. Minulla ei ollut moittimista. Yhteiskisailuun / Olympialaisiin jokin parempi kuvio.
- have our nametags ready
- Can't think of anything?
- Informointi etukäteen, josta jo kerroinkin.

- everything went great and I was happy with the way seminar was organized. The only minor detail I would change is that the gym was booked all the way till my class was about to start. I would have liked to have 10 - 15 minutes to set up before my class.
- I think overlapping of so many interesting activities makes participants time table heavy. Feeling of being busy is not good.
- ?? except the things I answered already.

16. General greetings and comments for the organizers:

Vastaajien määrä: 7

- Excellent work and positive atmosphere!
- Iltatilaisuudet olivat kivoja. mukava uutuus se, että heti ekana iltana oli vauhdikas bändi eikä kuitankaan liian myöhään. Saarijärvi-ilta oli kivan erilainen kuin ennen. Muotinäytös ja ne mittaukset olivat myös hieno lisä ja uutuus. HYVÄ !!!
- This P.E. Seminar was a fabulous event! It felt like 'the organizers' know each other, like each other and work very well together! Everyone's professionalism came through in a heartfelt and relaxed manner. After all nutrition offered for the intellect you balanced it beautifully with experiences to make everyone leave Vierumäki feeling good about themselves and with a warmth within. I'm so grateful to have been invited to be a small part of this and wish you ALL a colorful autumn & joy in your work!
Kiitos/ Tina
- Lämmin kiitos teille kaikille, teitte jälleen kerran upean seminaarin. Teillä tuntuu olevan myös hyvät suhteet yläkertaan, säät suosivat!
Kiitos myös keittiöhenkilökunnalle hyvistä ruuista!
Kyllä Vierumäki on aivan ylivertainen paikka järjestää tällainen seminaari!
- Thank you!
- Vierumäki and Finland fits well for this kind of meeting. Nice place and environment.
Overall lecture sessions on PISA results and interaction with PE and health issues may be good adding net time
- Kiitos Ihanasta kurssista! Todella hieno juttu oli myös tuo ensimmäisen päivän aamun tunti-esittelyt. Sitä varten en vain osannut ennalta varautua. Seuraavalla (?) kerralla otan siis hieman materiaalia mukaan, ehkäpä juuri noita tunti-kuvauksia printattuna.

Värikästä syksyä koko organizing Commiteelle ja kaikille osallisille!

Om Shanti
Sari

Appendix 3: The Event Organizer's Manual