Future of Aviation Seminar 2022

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Abstract

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The Future of Aviation Seminar is a one-day seminar organized by Aviation Business students studying at Haaga-Helia University of Applied Sciences Porvoo Campus. The main idea behind the event is to create an aviation-based network between industry professionals and future employees of the industry during the event. In 2022 the event is executed for the first time since 2019 and the planning process and outcomes of the event are explained within this thesis from the project managers point of view.

This project-based bachelor's thesis provides a theoretical framework and a detailed explanation on how Aviation Business students were planning the seminar as part of their semester project. The focus of the theory is on a seminar as on type of an event including the importance of objectives and how to measure the success of an event. Furthermore, the term project management is discussed by providing information about the role of a project manager and the meaning of a project plan. The connection of both theories should become visible in the thesis when they are implemented into the practical part.

The thesis is aimed to provide a handbook for future Aviation Business students of how to organize the seminar without having any previous event management experience. However, also event management students studying at Haaga-Helia Porvoo Campus can benefit from the thesis. As the planning process consisted of only three months, the thesis can also be used as a template on how to approach events with a brief period.

As the event was executed on 27 April 2022, the event day is described and critically evaluated. In addition, two online feedback surveys were sent to different interest groups to get more detailed feedback on the event. This feedback is analysed in the last part of the thesis and resulted in recommendations and suggestions for improvement in the future.

Overall, the event execution was successful regarding the outcomes of the event day. The objectives were met and even though the planning process was described in some cases to be unorganized, each person and workstream was pleased with the results of their work.

Keywords
Future of Aviation Seminar, Seminar, Project Management, Project Manager, Success

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1   Introduction

The "Future of Aviation Seminar 2022" is a project-based bachelor's thesis for the Degree Program in Aviation Business taught at the Haaga-Helia University of Applied Sciences in Porvoo, Finland. It is specialized on Event Management since it is dealing with the implementation plan of the mentioned event.

The following chapters introduce the background of the seminar and the motivation of the writer behind planning and implementing this one-day seminar at Haaga-Helia Porvoo Campus. On 27. April 2022, the seminar will be held for the first time after a three-year break. The aim of this thesis is to share the basic background of how to organize an event and especially a seminar within a bigger planning group and the smaller working steps that need to be prepared to present a successful event to your target group. The planning process is described in more detail throughout the thesis. Therefore, the theoretical background that is discussed in this report is used as a resource for the reader to better understand the practical working progress of the seminar. At the end of the thesis, there will be a post-event evaluation, which will be supported by the previously written theory and practice of the bachelor thesis to publish helpful recommendations and resolutions for future executions of the event series.

1.1   Background

The Future of Aviation Seminar is an annual project conducted by Haaga-Helia UAS own Aviation Business Degree students. Aviation interests can meet at Haaga-Helia Porvoo Campus to exchange their knowledge about the industry during the day. Normally, first semester students are organizing this event as part of their first semester project. (Future of Aviation. Haaga-Helia UAS. 2019.) Porvoo Campus emphasises putting learned theories into practice and offers its students these opportunities at an early stage. The last event was organized by students in 2019 under the motto "Responsible Aviation". However, the organisers did not limit themselves to sustainability in the industry, instead they also addressed the personal level, such as ethical aspects and employee well-being. (Future of Aviation. Haaga-Helia UAS. 2019.) In 2022 the event is planned to be executed again for the first time in three years.

On 27 April 2022 Haaga-Helia students from third semester Aviation Business Degree Program want to welcome aviation enthusiast at Porvoo Campus to celebrate the comeback of the popular seminar in a scheduled period between 10:00 and 15:00. It is the third semester students' responsibility and honour to organize and implement the event as part of their semester project. Since no program points, speakers, themes, or activities were

settled in beforehand, Aviation Business students (**Abba**) can create the project and implementation plan adapted to their wishes and needs. Nevertheless, it must be noticed that the event is one of two big projects implemented by Abba during the spring 2022 semester. The only thing that must be firmly included in the schedule is the end-of-semester presentations, which must be presented to the audience during the event in cooperation with the commissioner Helsinki CityCopter. Helsinki CityCopter was founded in 2020 by Joonas Nurmi and is based at Helsinki Airport. From there, the company is organizing charter and sightseeing flights that are included in their luxury product offering. (Helsinki CityCopter. 2022.) Nowadays, they are offering their services just in Finland, nevertheless, the idea behind the cooperation of Helsinki CityCopter and Haaga-Helia Aviation Business students is that the company also receives greater insides into other global markets. The second commissioner of the seminar is Haaga-Helia University of Applied Sciences itself since the owned Porvoo Campus is used to be the location of the event and needed budget is coming from this cooperation.

Nevertheless, I am receiving a degree in Aviation Business studies, and I am interested in working within the event industry after finishing my studies at Haaga-Helia University of Applied Sciences. Back in Germany I have done an apprenticeship as an Event Manager in a German insurance company and successfully accompanied several kinds of B2B-events. After graduating I have gained more work experience while working in Finland. Intending to work in the Event industry after my studies motivated me to become a project leader for the Abba21 third semester projects including writing my bachelor thesis about the planning process of the seminar.

1.2   Objectives

To evaluate the success of the project in a later stage and to determine partial successes, project objectives are necessary. Project objectives (=PO) are mentioned below in bullet points to present them clearly. Afterwards, each project objective is briefly explained to underline their meaning.

- **PO 1: Hosting an Unforgettable and Successful Event**
- **PO 2: Starting an Annual Execution**
- **PO 3: Effective Communication**
- **PO 4: Keeping a Positive Team Spirit within the Project Team**
- **PO 5: Stay within the Budget Plan**

PO 1 means in more detail that the invited target group is attending the seminar and receive useful and interesting information from the participants of the seminar. Participants

of the seminar can be defined as keynote speakers or panel discussion participants. A keynote speaker is often described as a public speaker who is giving a speech to the audience. Besides, he is presenting one concept theme to them that can be requested by the organizer. (Mike Hourigan. 2022.) One the other side, panel discussions are a useful method to receive an exchange of information and viewpoints from several experts debating about a specific topic (Nature Education. 2014).

PO 2 is not just including the annual execution of the seminar but also to strengthen contacts with stakeholders from the industry resulting that future aviation courses can also use them for their seminars. The idea is to create a network and contact detail base with booked speakers and VIPs of the 2022 seminar who could be easily requested for future events.

PO 3 is focusing on effective communication since it is required between all project groups to succeed well with the event. Therefore, we want to create a good functioning internal communication plan to update other group members, working streams or the project manager. For this purpose, communication channels must be created for the entire course, as well as for team leaders and individual groups. Care must be taken that essential information is exchanged and that other participants are consulted before important decisions are made. Additionally, communication is needed to prevent conflicts or to solve them after arising. However, attention must be paid also on the external communication to keep speakers and guests informed.

Although it is a graded project it is important to keep a positive team spirit and to enjoy the entire process as a team (PO 4) since planning a bigger event cannot be performed by an individual. A positive mindset regarding the process is necessary since the outcome of the event starts to progress in the students' mind. This should include that the opinions of teachers and commissioners are of course important since they are the persons responsible for the budget. However, the event itself is a product from Abba21 students and it is an important goal that we can fully identify with our event and lead the planning process related to our wishes and needs.

PO 5 is related to our budget. Since the seminar is a school project there was no fixed budget given to us in the beginning. Therefore, we had to discuss the needed budget with our commissioner who trusted us that we will not exceed the given amount. For this reason, this objective will be successfully completed if we stay within budget or, in the best case, even spend less money than planned.

Objectives and benefits in relation to the Bachelor thesis itself are identified in the further section of the thesis.

1.3 Demarcation or Project Scope

A distinctive feature of this project is that it is only carried out on a single day. For this reason, there are no real personal long-term goals for our course except of developing greater organization and time- and stress-management skills. However, on another level, one objective is to bring back this annual event and build a network base for future courses of the Aviation Business Degree Program.

Although the project may be organised according to Abba's preferences, it must be noted that there is a limited budget for the seminar that includes only a small puffer. Any expenditure must be justified and accepted by the commissioner before making fixed decisions.

When registering, it is important to ensure that only as many guests are admitted to the event as will fit into the venue. Covid-19 restrictions that might change at short notice must be observed. From my experiences during my Event Assistant internship at Haaga-Helia UAS, it is known that approximately 80 guests can be accommodated in the Porvoo Campus lobby during existing Covid-19 restrictions, however, normally 200 guests will fit in the venue.

1.4 International Aspect

Since the seminar is organized by Aviation Business students, international aspects are linked to the event. Aviation Business is a Degree Program conducted in English language and course members also consist of international students. Therefore, the seminar communication language is English. Important documents, internal communication and the speeches are hold in English. Besides, marketing will be done in English, with no Finnish translation provided.

In general, the event industry is a growing industry within the service sector. Often events aim to reach an international audience. Due to the internationalisation of the industry many events are executed in English. It might be possible to reach international interests as participants for the event, yet the main target group is meant to come from Finland. Besides, it might be possible that the group decides to request speakers that are not based in Finland and therefore not be able to communicate in Finnish language and further expand the internationalisation of the event.

1.5   Limitations and Risk Management

Risks can approach in all the processes included in the event process. They can appear during the beginning of the planning process while every step is still theoretical. However, risks might and often also appear during the implementation process and need to be considered for the event day itself.

A risk for the Future of Aviation Seminar 2022 is that it is organized by a bigger group of students. Several people aiming for a successful event lead on to different opinions and ideas about the event execution. To manage this risk, it is important to provide enough communication channels and opportunities to keep other members up-to-date and to share students' opinions about suggestions or improvements. Furthermore, we should keep concentrated on our tasks of the event and not impact to closely on other students' tasks and ideas. Nevertheless, important decisions must be discussed within the entire group to match with everybody's needs.

Since most of our group members are working next to the studies, a shortage of time must be considered as a significant risk. Therefore, it is important that students who work take less significant tasks as their responsibilities as full-time students. This must be monitored throughout the planning process to ensure that each planning element of an event is adhered to.

Besides, there are limitations that might exacerbate the execution of the project. Since the seminar is a school event, there is no high budget for the execution of the event. This in turn means that larger purchases and bookings can only be made if sponsors are found, or the commissioner is accepting it. The search for sponsors must begin early, as the further execution of the event depends on them. Hence, it is not only a limitation but also a risk.

The final risk to mention is influencing every event and industry since March 2020. The Covid-19 pandemic is a hard factor to always consider while organizing an event. As earlier mentioned, the intention is to organize the event at Haaga-Helia Porvoo Campus with actual guests. However, Covid-19 restrictions are not set yet for events executed in April 2022. For this reason, the organizers must draft a Plan B for a remote seminar in case restrictions do not allow a seminar at the campus facilities. It might be possible to organize the event at the campus while paying attention to given limitations for instance restricting the number of participants or to keep a safety distance. Covid-19 seems to be one of the biggest threats in this project planning now, as the pandemic has been unpredictable for two years and it is impossible to predict how the situation will develop.

1.6   Time Schedule

Regarding the thesis time schedule, it can be stated that the idea is to receive access to "Thesis Phase 1" by beginning of March 2022. Afterwards, it is possible to start writing about the theoretical framework. As the analysed event will be held at the end of April, the thesis cannot be completed before then, because the event day and planning process must be evaluated critically afterward. When drafting the thesis proposal, the original plan was to send the thesis for evaluation by the end of June 2022.

The time schedule for the event process is a bit more detailed. In the beginning of February, the work streams were divided by the interest of the entire course. The idea is to get an overview of the workload and start with them soon to avoid planning stress prior the event day. Some groups need to act earlier than other groups. That means in more detail that for instance the "Program group" needs to start brainstorming about potential speakers and guests already by the end of February to assure marketing materials for the "Marketing Group" by the latest middle of March. During March, every group needs to start working concentratedly on the event part of the project since the planning time until the event day consists of only nine weeks. Stated work tasks should be started as soon as possible to assure a smooth process. The idea is to finish the major tasks one week prior to the event. That would provide an overview of the entire event day. Besides, faster action could be paid to sudden changes in the implementation or upcoming issues.

1.7   Benefits

The thesis aims to give more insights and a deeper understanding of how to plan and implement an event. The personal benefits of the thesis topic will be to receive more experiences in the field of Event Management while still being a student and a project manager in combination. Moreover, it will help to gain more knowledge of the industry itself that will help my personal goal of working in the event sector. It will provide useful information about how the planned event worked out on the implementation day and if unpredictable or predictable issues arises. The final analysis of the event reveals issues during the process that should be changed for future executions of this seminar. Furthermore, connection two both industries of the event and aviation sector will be made due to the booking of the speakers and upcoming steering group meetings.

Furthermore, Abba students should receive a deeper insight in the field of organizing events since it is often required by companies to have organizational skills when applying for a new job. Since it is a school project the learning effect should be accessible and

helpful for the student's education. The idea is to strengthens the students time-management and stress-managements skills that they will gain during the event planning process and will support them for their future working life.

Subsequent courses can benefit from this work and event and learn from any conclusions of the planning process and any potential failures of this year's seminar. In addition, the thesis will help future event students of Haaga-Helia UAS to find out how to approach project planning and the importance of a project manager for the project. The idea is to create a handbook in the scope of the thesis to visualize future Abba students how to organize the Future of Aviation Seminar. Since most Aviation Business students have no background in organizing an event it might seem like a huge project for them, the handbook should help to get ideas and inspiration of how to start the project. Nevertheless, also other degree program students can benefit from the handbook in case they need to organize a seminar at Haaga-Helia Porvoo Campus.

However, not only students should benefit from the outcomes of this thesis. Since we have worked closely together with contact persons from the commissioner the thesis results will also deal how the communication with Haaga-Helia UAS worked. The idea is that after reading this work, the commissioner will receive feedback on how the collaboration went and what steps or approaches should be improved in future implementations. In addition, Haaga-Helia UAS will benefit from this work by making future students aware of the handbook and thus facilitating their work and create a faster process in the beginning of the project.

1.8 Key Concepts

Event Management is a big term that has an important meaning in the industry. Event management includes the entire process of planning an event, regardless of the event sub-type (e.g., seminar, conference, concert, etc.). The term includes numerous functions and tasks that are irreplaceable in event execution and planning. These include, for example, the logistics of the event or staff coordination. The term event management can be described as the field of action of an event manager, as it includes all the tasks of the professional field. (Woodward. 2020.)

An **Event** is characterized by an official assembly of several persons often sharing the same interests. One objective of an event is to celebrate, educate or marketing a product. Events can vary from their topic, size, and type. (EventEducation.com. 2020.)

Seminar is a term for a type of event. During the event, a group of persons is meeting to discuss about a specific topic of their interest. Seminars can be defined as interactive sessions since an objective is to achieve great discussions and networking. They can also include educational lectures. (eVenues. 2022.)

Aviation Business Students (Abba) are students that participate in the Degree Program in Aviation Business offered by Haaga-Helia UAS. The studies are conducted at Porvoo Campus and are a full-time program that is normally finished within 3.5 years. The students are working closely with commissioners from the industry to transfer their learned theoretical knowledge to the practise. The entire program is conducted in English language. (Haaga-Helia. 2022.)

Future of Aviation Seminar is an event invented by Aviation Business students studying at Haaga-Helia University of Applied Sciences. It is an annual event for business professionals and future aviation interests. (Future of Aviation. Haaga-Helia UAS. 2019.)

Project Plan can be defined as an individual series of documents to state the planning process of the project and often includes tables regarding risk management, communication plans and estimated costs. It is often conducted by the project manager to keep the overview of the entire project. (ProjectManager.com. 2022.)

Project Manager is the head of the project and responsible for the entire project, team, and success. His main task is to keep the team updated and lead the group through the entire process. (Mattika.2014.)

2 Theory Behind Organizing an Event

The following chapter will focus on the theoretical concepts used in this thesis. In the beginning of the theoretical framework deeper insights of a seminar as an event type is given by naming the objectives and content of a seminar, defining specific target groups, and relating a seminar to the brand identity of a company. To then dive deeper into the content considerations of event planning, the theoretical planning process of a seminar is stated before concluding the subchapter with methods of how to measure the success of an event.

Afterwards, attention is paid to project management including management methods and the role of a project manager. Besides, the importance of a project plan and different workstreams to implement the event are discussed. Those concepts are used to apply in further stages of the thesis to the project where I am the project manager.
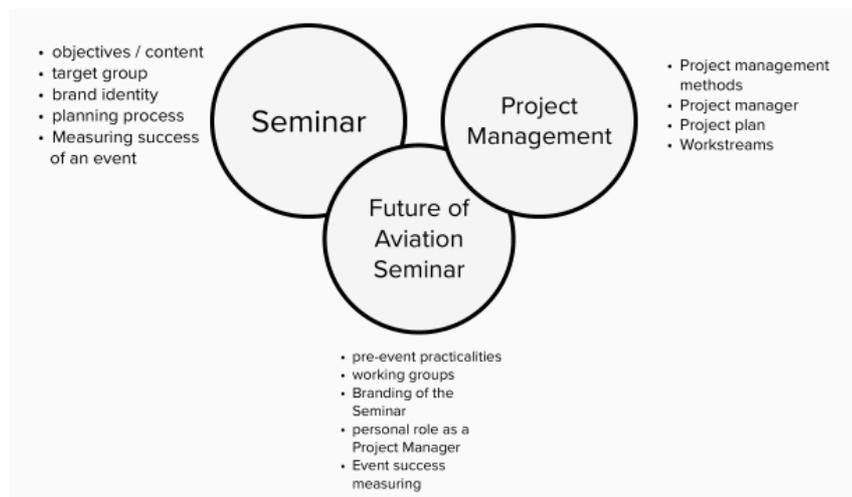
Figure 1. Theoretical Framework "Future of Aviation Seminar 2022" Thesis.

It is important to understand the terms and processes of a seminar and project management before applying the concepts to the practical part of the thesis. The framework will help the reader to understand the implementation steps of Event Management processes in more detail and should prepare an understanding of how to implement them in practise.

2.1 A Seminar as One Type of Event

Nowadays, there exist many types of events and each of them provides different objectives regarding the target group or own benefits. Events can be organized for private or for corporate and business reasons. The type of an event often identifies if it is supposed to be a Business-to-Business (B2B) event or a Business-to-Customer (B2C) event. Furthermore, the aim of an event can be to provide a fun and memorable time for the attendee or

even deeper effects such as marketing and advertising purposes for a company or charity. (King. n.d.)

Seminars are often organized for corporate reasons that can be identified as promoting the own company, services, or even a product. King stated that the corporate event industry cannot be described as a diverse one since the main idea of those events is to strengthens the company's business and the relationship and viewpoint to their customers. (King. n.d.)

A conference that can also be a seminar is an event where a group of participants attend in a one or multi-day informational event that often takes place in conference hotels, an academic institution or a company's meeting facilities. The admired target group size can vary from around ten to approximately 50 guests that share the same fields of interests. Often seminars specify on one topic that can be applied to the entire schedule. The main concept is that participants gain more professional knowledge or techniques from speakers specialized in the topic of the presentation that could be implemented into their own working or personal life's. (Hard. 2020.) Frequently, a seminar is a unique event that will not be offered again in the same form (Deutsche Gesetzliche Unfallversicherung e.V. 2020.) and often contain theoretical information and approaches to personal development. (Hard. 2020.). Seminars should not be confused with a workshop where what is learned is immediately applied.

Before the Covid-19 pandemic most seminars were held on-site, nevertheless, the usage of hosting online seminars is getting more popular. The advantages of online seminars are that the host can reach a wider range of participants since the seminar is not organized at a specific place and attendees must not travel to participate. Furthermore, there are no spatial limitations regarding a maximum number of participants. Certainly, the concentration of participants while joining online presentations is often lower than in presence seminars. Besides, it is easier to communicate with the participants and actively involve them in the presentation or discussion if they are actively seen. (Deutsche Gesetzliche Unfallversicherung e.V.)

Table 1. Example of a One-Day Seminar Schedule. 2022.

Time	Program	Location
09:30 – 09:45	Opening speech Director	Room 101
09:45 – 10:30	Presentation Speaker 1	Room 101
10:30 – 10:45	Coffee break	Lobby
10:45 – 11:30	Presentation Speaker 2	Room 101

11:30 – 12:30	Lunch Break	Restaurant Star
12:30 – 13:15	Panel Discussion	Room 101
13:15 – 13:30	Coffee break	Lobby
13:30 – 14:15	Active Discussion with Audience	Room 101
14:15 – 14:30	Closing speech Director	Room 101

Although, seminars are organized by different organisers and service providers and contain several different topics and objectives, the time schedule of both one and multi-day seminars are usually similar. Most seminars are scheduled to last the entire day. In the morning, participants listen to a short speech of the organizer to receive a greater impact about the company and the objectives and benefits of the event. Afterwards, the actual conference day starts. Usually, a booked speaker is giving a presentation for around 30 to 45 minutes about a topic that was prepared regarding the host's needs. In the morning schedule of a seminar, there are between two and three speakers, depending on the length of the presentation. As the participants must absorb a lot of information during the programme, it is important to include sufficient breaks and a longer lunch break during which refreshments are offered. During the afternoon programme, there may be more presentations by speakers, or a panel discussion with several participants regarding a defined topic. (Beck. 2022.) As already mentioned earlier, a panel discussion is a great method of achieving an exchange of ideas and opinions from experts who are debating about a specific topic (Nature Education. 2014) and it is a good variation to presentations. Besides, more active programme elements, such as a discussion on what has been learned and how to improve the own methods can be conducted in which the audience can be involved (Beck. 2022). At the end of a seminar day there is often a closing speech in which the day is summarised. In the case of seminars lasting several days, the participants also like to gather at a hotel bar or over a joint dinner to debate and elaborate on what they have learned.

2.1.1   Importance of Objectives While Planning a Seminar

It is important to state objectives before an event to keep in mind what the organisation team is working for. Setting and communicate objectives can provide many advantages for a company and the planning committee.

Firstly, it is easier to start the planning process and keep the track when knowing the exact aims of the event since it can be better focused on the short- and long-term requirements of the organisation. Besides, objectives provide motivation for the employees. A briefed committee knows what they are working on and what effect they can have on the outcome of the event. It can help to keep a positive team spirit and greater communication

within the team. As the success of the event is depending on the work of the committee it is important to keep their motivation as high as possible to receive that they perform their work satisfactorily. When initially setting objectives, not only end goals should be set, but also separate intermediate milestones. Those milestones are from high significance to measure the success of both the entire planning process and from individuals. It provides interim assessments of the process for individuals in form of feedback. (McQuerrey. 2018.) Evaluation in form of positive feedback and suggestions for improvement will give employees further motivation as they feel valued in their work. The charisma of the team can be transferred to the participants that results that a negative spirit can have a negative effect on the mood of the audience, but a positive minded team can also transmit this positive charisma.

Now, practical examples regarding the importance of objectives are discussed in more detail from my own event experience in Germany where I have planned different seminars. Once the event objectives have been clearly defined, the planning process can focus precisely on the implementation. These aims help the event manager to be more focused on his work and tasks. As mentioned earlier it is important to create a timeline for the event planning process that includes interim deadlines and a responsible person from the organisation team. Those deadlines can be identified as smaller objectives that need to be fulfilled, can be part of the project plan and provides a great overview of the project status. This timeline was always a motivating feeling for the organiser, as you could mark completed tasks as successfully accomplished and at the same time receive feedback from your supervisor. In addition, it was important to inform the team regularly once a week about the status of the project. This provided feedback and advice, and the communication was present. The most important internal objective was always to keep the motivation of the team and the teamwork positive, therefore also activities outside working hours were organised together. This atmosphere was then also transferred to the guests at seminars, who often praised us for the positive ambiance.

Altogether, setting common goals is important to ensure that every member of the event team has the same vision in mind and that all work together towards the event and know how it should be implemented. Useful communication channels and communication in general and a clear timeline prevent the team from unnecessary issues in relation to disorganisation and miscommunication. Only with the help of a positive-minded team, a well-organized seminar can be achieved.

2.1.2   Target Groups of a Seminar

When organizing an event and in the case of the thesis a seminar it is important to identify the targeted group of participants. Identifying them is an essential element to reach exactly the desired target group in a systematic approach in the further stages of the planning process. However, the target group of a seminar is not just consisting of the participants of the event.

One target group of a seminar that might get easily forgotten as a target group itself are the desired lectures and speakers that want to be fixed for the presentation program. Even though the booked speakers can design their presentations regarding the event planners wishes and needs it is important that those persons fit into the theme of the event and would bring a positive impact to the audience. Therefore, it is necessary to discuss the desired characteristics of the speakers before contacting them. (SURF. 2022.)

Nevertheless, the most relevant and challenging target group to reach are the seminar participants in the audience. In this context, it should be noted regarding the difficulty of reaching customers that this is especially the case for non-recurring seminars. Companies that offer the same type of seminar every year have an easier access to customers, as they might count on loyal participants. The characteristics of the seminar participants may differ depending on the content of the agenda, but it can be determined for each seminar that the target group is interested in the same topic, in this case the seminar topic (Hard. 2020). Besides, the target group of seminars can be considered as a business-related audience since most seminars are made by companies for B2B purposes. They are less classified as B2C events, as their main purpose is to familiarise a private customer with a product or a company which is mostly not the reason for hosting a seminar. (eventplanner.net. 2022.)

Depending on the theme or targeted industry of the seminar there are demographic characteristics that can be seen within the audience. My event company in Germany organised a convention specifically for insurance companies and brokers. The target group attending had a male quota of around 80%. In addition, the average age was over 40 and due to the topic of the seminar, private conversations also included the topic of insurance. (blau direkt GmbH & Co. KG. 2022.)

2.1.3   Brand Identity

A brand can be defined as a non-material belonging of a company, a service, or a product itself. Regarding to Arek Dvornechcuck (2021) a brand is a "definition of an emotional relationship between customers and the business". In more detail it means that a customer

can fall in love with a brand that he has experienced great services with. In comparison, the brand identity can be actively perceived with the senses. Often a customer can see the identity of a brand in form of a logo, specific colours, or the same layout for several products. It can also appear in form of a slogan or a musical realisation. The reason for creating a brand or corporate identity is to implant themselves in the minds of the target group and to quickly revisit these memories at a brief viewing of an advertisement or the product itself. Many companies formulate their own brand identity as guidelines that can be published with new partners, employees or even customers. (Dvornechcuck. 2021.) Finally, branding is a process that can be divided into eight steps including building up the internal case (stages 1-3), building the foundation (stages 4 & 5) and at the end the brand launch and assessment process (stages 6-8). The branding process includes to determine for instance the brand colours, logo, characters, and slogan. (Siltakorpi. 2022.) The process also includes making the product or the company known to the customer through advertisement. During this process, the individual elements of the brand identity are used. (Dvornechcuck. 2021.) The branding process is most intensive when the brand is to be established. However, it is a never-ending process that is constantly evolving. In conclusion, it can be said that all three terms are strongly interconnected and are important components of a company's success.

A brand identity can be used especially when advertising an event. Again, as an illustration, the brand identity of the Network Convention, which is organised by the German company blau direkt GmbH & Co. KG, is discussed. The name of the German company means translated to English language "blue direct".

Picture 1. Cash.Print GmbH. 2020. blau direkt GmbH & Co. KG. Network Convention 2020 in Bucharest.

The photograph above, showing the three directors of the company at the annual gala night, contains interesting but straightforward incidences of the brand identity. The logo on the banner is the created event logo. As the name of the organiser contains the colour

blue, the logo was designed in this colour. Furthermore, the three characters in the logo are the same as in the company's logo itself. Customers who are familiar with the company and hear about the event for the first time can directly identify that it is hosted by blau direkt GmbH & Co. KG. Besides, the picture reveals that the director in the middle is wearing a blue bowtie. The staff's work clothes at official events consist of light blue uniforms. This creates a sense of belonging among the staff, guests can easily find the planning team and a common identity is created that has a positive effect on the guests.

2.1.4   Theoretical Planning Process of a Seminar

The planning process of a seminar can be divided into smaller process stages. Depending on the size and elaborateness of the seminar the planning process should last at least four to six months - however, more time is always better. The planning process depicted in the figure is now discussed in more detail.
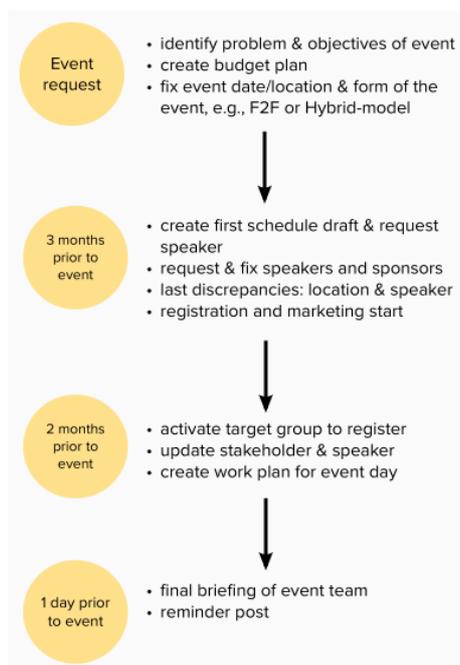
Figure 2. Planning Process of a Seminar.

Regardless of whether the seminar was requested by the own event company or by an external client, the objectives and purpose of the event should be clearly defined at the beginning. Those goals should include the long-term goals of the seminar but also short-term goals such as how many people should attend or if the seminar should create a fixed profit. Those objectives are essential to start the planning process and to always have in mind what is to be achieved with the seminar. (Higgins. 2021.) If a problem that has arisen within the sector or company is to be solved with the event, it is important to identify the problem in the initial stages as well. (MEASURE Evaluation. n.d.) After setting the objec-

tives and key outcomes of the seminar, the rough budget plan should be drafted. There-fore, the budgets of old events or similar seminars can be used as a template. It is im-portant to include the planned profit in the ticket prices to get a better overview at an early stage of how many tickets must be sold to reach the desired profit. Unknown positions can be filled with estimates. The main point is that a maximum budget is created at the end, which can be used as a basis. Moreover, before proceeding to the deeper planning and requesting phase, the exact date should be determined. It is best to suggest one or two dates where the desired location has also agreed and then decide on a date. Especially in times of the Covid-19 pandemic, the requirements of the event should be determined in beforehand which means that the organizers should decide at this stage if the Event Man-ager focuses on a physical or online event or even on a hybrid seminar. (Higgins. 2021.)

After developing the main base of the seminar, the deeper considerations start. This pro-cess stage should be considered no later than three months prior to the event date. If the location is not fixed at this point, it should be the first step to pay attention to. If the venue specialises in hosting seminars, technical requests can often be handled by them. They could also prepare a catering service, which would simplify and accelerate the event man-ager's planning. It is important to note that every event manager has his or her own proce-dures and preferences when it comes to organising an event. However, it may facilitate the planning process if an approximate agenda of the seminar is set before contacting the desired speakers. The outline can show how many speakers are needed and whether pure presentations should be requested or, for instance, a panel discussion round. In ad-dition, it should be clarified whether the seminar is intended to be purely passive or in-clude activities and workshops. (Higgins. 2021.) When drafting the first schedule it should be considered that enough breaks are included and that participants have enough time in case of room changing (Worth. 2022). After that, the desired speakers are requested, as well as viable alternative speaker in case of no answers or exceeded expectations regard-ing the fee. After receiving the offers and potential renegotiations, the first speakers can be booked. This process should take place at an early stage that the introduction to speakers can be included in the marketing plan. Besides, the search for sponsors should be started by now as the search is time-consuming especially if there are no existing con-tacts. Many companies should be contacted as the response rate is likely to be low. (Hig-gins. 2021.)

When the previous planning steps have been completed, it is now possible to move deeper into the planning process that should also take place about three months before the event. At this point, the last discrepancies with the location and the speakers should be cleared up. Contracts should be signed, travel and accommodation booked and more detailed information about the presentation topics and the speakers themselves gathered.

That information is necessary to create the events webpage where interests of the event can see the day's schedule, introduction to the speakers and presentations and more information about the event itself. Furthermore, the website could include the registration platform for buying tickets. Completing the website and registration platform mean that the promoting process of the event can start. The event team should create a detailed marketing plan including the seminars and company's brand identity and concrete ideas for posting on social media to keep the participants informed on a regular basis about the event. (Higgins. 2021.) In between, regular meetings should be held to update the rest of the team. These meetings also prevent important planning steps from being forgotten and feedback can be given, which can have a positive effect on the employee. (MEASURE Evaluation. n.d.)

In the last two months before the event, the final steps should be finalised. The most important planning process during this stage is to activate the target group of the seminar to register for the event day to reach the desired participant objective. Therefore, the marketing plan should be updated and direct marketing in form of personal invitations could be send. Besides, the program should be fixed, and the presentations of the speakers finalized. In addition, it is recommended to send an email to all stakeholders (including sponsors) shortly before the event, giving an update on the number of participants and the program. This allows them to estimate how many participants will be aware of their company and products and to set their own event targets. The speakers and participants should also receive a final information email stating the exact time and place of arrival and a fixed contact person on site for the speakers. The last planning step is important for the organising team: A work plan for the event day must be prepared in which each staff member can determine his or her fixed task areas and times. These must be carried out on the day of the event. (Higgins. 2021.)

The day before the event, a reminder post containing the most essential information should be posted on social media. This could include the program and the address of the location. (Higgins. 2021.) In addition, the location needs to be set up and checked and the event team needs to be briefed on their tasks on site. If all the above steps are followed, the seminar will be able to be planned successfully.

2.1.5   Methods of Measuring the Success of an Event

After ending the planning process and implementation of the event it is necessary to measure the success of it to develop better approaches for the future. Regarding to Martin Klubeck (2017) success is evoked when you win in a game. Transferred to event implementation that means that the event can be called a successful event if the objectives

have been achieved and customers are willing to participate in future implementations. Whether an event is successful also depends on the views of the project team and on which criteria the success is measured (e.g., profit, number of participants, reach of the event, etc.). Accordingly, failures are also subjective and must be critically questioned. (Bahr & O'Loughlin. 2018.) The success of an event should not be limited only on the outcomes of the event day, however, the entire planning process should be evaluated and discussed with the event team.

Firstly, the measuring of the success during the planning process is elaborated. This interim feedback can not only improve the follow-up process before completion, but also avoid negative effects on the target group of the event day due to unspoken problems. Since event teams often consist of several people who are focused on various parts of the event, regular meetings should be organised in which the status can be exchanged or problems and suggestions for improvement can be openly addressed at an early stage. The project manager can already get a picture of the success of the planning process and report in the background which steps should be improved or adapted in case of a renewed execution. Another method of assessing the interim success of an event can be to set milestones in the form of deadlines for individual staff members or project stages (Bahr & O'Loughlin. 2018). Achieved and completed deadlines convey the feeling that the final objective is being approached.

However, most methods of measuring success in relation to an event refer to the post-event phase. The simplest approach to measuring the success of an event is to set the goals based on measurable criteria that can be for instance the budget. Since the budget plan includes all expenses (e.g., also salaries and material costs), reserves must also be planned for unexpectable expenses. After the event, the budget plan needs to be compared with the actual expenses. A final budget exceedance is a sign of poor pre-planning, and the event was not successful in that part. Regarding a study made by Project Management Institute (PMI) in 2018 43% of projects in that year have not reached their desired budget. However, if the team stayed under budget, it can be considered a success. (Bahr & O'Loughlin. 2018.) The same method can be conveyed on the revenue of the event by making a before and after comparison to the desired revenue. Another measurable indicator regarding the success of an event can be made by the amount of sold tickets. Often organisers have an expectation of how many tickets they want to sell, as this is also used to calculate the ticket prizes related to the budget plan. The actual amount of sold tickets can show whether this objective has been successful. To approach this success measurement in more depth, the number of tickets sold can additionally be measured with the actual check-ins on the day of the event. The smaller the difference between those, the more successful this part of the measurement was. (IntiLive. 2019.) The last

measurable method that is presented relates to the development of the social media activity of the company or event that can be used to measure many success or failure factors. In relation to the event, the insights of the Instagram or own website can show whether the likes, views or shares have increased in connection with the event execution. In addition, a social media analysis can reveal which content is posted by guests afterwards and which programme elements, guests or brands are especially memorable. Based on the analysis, it can be determined with which partners the company should cooperate again in the future due to the successful acceptance of the guests. (Wong. 2019.)

Nevertheless, there are also non-measurable indicators for an event success that takes place after the event day and are more time-consuming. The approach that is discussed in this thesis can be stated as a qualitative or quantitative survey to receive post-event feedback. A feedback survey can be sent to several target groups of the event to receive as much critical feedback as possible. The survey should be short, but still informative enough for successful feedback (Bahr & O'Loughlin. 2018). Furthermore, the questions should be formulated in a way that the desired type of answers is given by the target group. When asking for feedback on an event, there should also be an option for an open-ended question where the client can express their feelings freely. Besides, the analysis of the given answers is easier if it is possible to compare the responses. Therefore, also consistent questions should be used. (Breining, Phillips & Phillips. 2008.) However, post-event surveys can not only be used for feedback from guests, but also for other stakeholders such as sponsors, speakers, or the internal event team.

2.2 Project Management

Project Management can be defined as a temporary process as it deals with the management of a specific project that often ends with the successful implementation of the project. The project can be considered as an actual product or desired result. The term project management stands for the continuous monitoring of all processes and procedures included in the project. A systematic method is developed to coordinate the project as successfully as possible. In project management, not only the direct processes related to the project should be considered (including time management and budget planning), but also the general management activities related to the organisational team, such as team motivation and social skills. (Eshel & Verhaar. 2013, 14-15.)

2.2.1 Project Management Methodologies

A project management methodology can be described as a series of policies and techniques that assist a project team in structuring its implementation (Wrike. 2021).

Since it exists more than 8,000 different project management methodologies it might be hard to find the suitable one for the project. Nevertheless, the selection of the right method should also be based on the project and its objectives, it is important to consider which method is suitable for the project team. Not every team prefers a method that would normally be chosen for a project. It is the task of the project leader to evaluate the best approach for the team. (Teamwork. 2022.) In the following, two common methodologies of project management are explained.

The first approach is one of the most common methods and called a traditional method since it has a fixed procedure. The "waterfall" method is chosen to be explained first since this is the approach that in some areas applies for the Future of Aviation Seminar 2022. The basic idea behind the waterfall method is that tasks are settled chronologically and in a fixed order. Often these tasks build on each other and can therefore only be completed in this order. Like a real waterfall, with each completed task you move further towards impact (figuratively speaking, the project day). After completing one task and starting a new one, it is difficult to get back to the source because it is difficult to return against the tide. This method is efficient for projects that define clear objectives from all stakeholders and is unlikely to change during the process. Besides, it is suitable if targeted documentation of the project's progress is expected and if employees need to be familiarised with the project quickly. (Teamwork. 2022.) Nevertheless, the waterfall is also bringing disadvantages with it. Often project managers are overconfident in project planning and do not plan enough buffer time. This can quickly become the downfall of the waterfall method if tasks must be processed in chronological order. Due to the fixed nature of the plan, there is little scope for staff to develop on a personal and project level. Moreover, the narrowness of the plan often precludes teamwork, as tasks are clearly defined and distributed and can lead to individual work instead. (Pries & Quigley. 2010, 121.)

The second approach for project management is called PRINCE2. I have decided to discuss this approach in more detail since it often appears during the research for this part. PRINCE2 is a shortform for "**PR**ojects **IN C**ontrolled **E**nvironment" which is designed to provide project managers with an understanding of best procedures and business processes (Teamwork. 2022). The application of this method consists of four stages, which must be applied and are interlinked. These are called principles, themes, processes, and project environment. The following figure shows the structure of the method and how those stages are connected. (Axelos. 2020.)
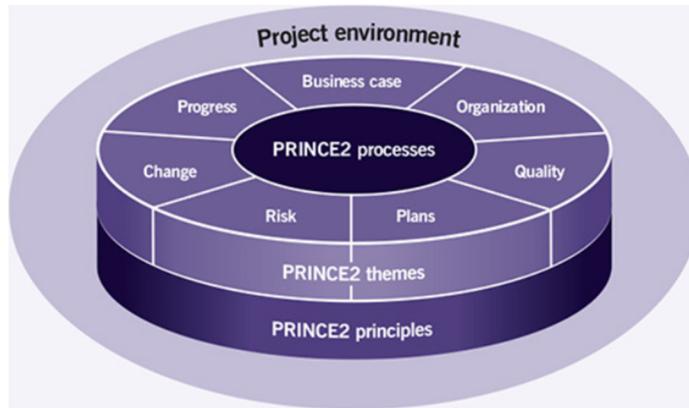
Figure 3. Axelos. 2020. The structure of PRINCE2.

The first stage exists of the PRINCE2 seven principles that are commitments. The basic idea is that all seven commitments are applied in the project to ensure that it is organised according to the PRINCE2 method. All principles can be applied to any kind of project. It is included in the principles that they must be adapted to the respective project and that each participant has a defined role. In addition, business issues must always be critically examined and both positive and negative experiences should be used to learn for the future. The last three principles relate more to the product itself. It is important to never lose focus on the project throughout the process and to manage the project in phases and with exceptions. The implementation of those principles leads the project manager to the PRINCE2 themes that are required for a successful implementation of the methodology. These themes discuss the business case, organization, quality, plans, risks, change, and progress of the project and should be analysed before starting the implementation. All themes can be discussed by answering them with interrogative words (e.g., Why are we implementing that project? What are the risks? What is the structure of our project team?). Additionally, those project themes can be used in later stages of the project for monitoring reasons whether the objectives are still in the focus and as reminders for the entire team regarding what they are working towards. Once the principles and issues have been clarified, the third phase of the methodology can be addressed. PRINCE2 has more precise definitions in relation to project implementation called project processes. These relate to how to manage, monitor, and achieve the end results of a project. Besides, the processes are not just useful for the project manager, however, also the entire project team can benefit from them. Overall, the final stage is defined as project environment that is reached after realizing the other stages mentioned above. Since the PRINCE2 method is an adaptable method, companies can freely incorporate it into their project and design it according to the company's values and norms to create a successful project atmosphere and environment. (Axelos. 2020.)

Although the PRINCE2 methodology is quite demanding, its implementation seems effective and achievable. Nevertheless, this method also has its disadvantages. As the methodology is no longer adhered to if some levels are omitted, this is not recommended for projects in which the seven processes cannot be included. Moreover, this method is an obligation to follow the rules of it and therefore, this may not be suitable for every project team. Finally, the individual stages must not be adapted or changed too much to achieve the objectives of the PRINCE2 method. (Teamwork. 2022).

2.2.2 Project Manager

Due to the context that I am the Project Manager for the Future of Aviation Seminar 2022, the importance of the role is defined in more detail. This includes the tasks of a project manager or project leader, as well as the required skills and values for a successful execution of a project.
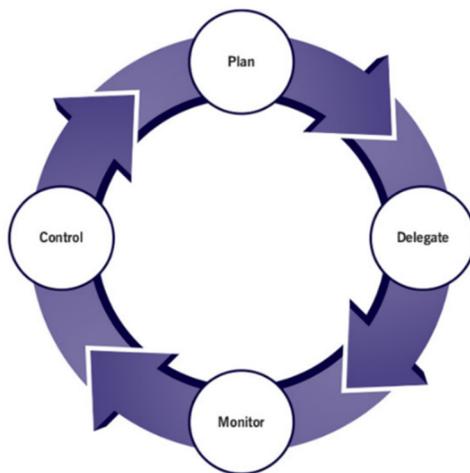
Figure 4. Axelos. 2020. Project management.

Once a project has been set up, a project manager should first be assigned, as the project group often consists of several employees and the project manager must keep this group together and organised. Before the project is introduced to the team, the project leader should familiarise himself with it and, in the best case, already develop a basic framework for the planning and execution of the event. Afterwards, the framework can be presented to the team who receives a great overview of the topic and tasks. (Axelos. 2020.) The framework can include, among other things, a project plan, group and task allocations, and the project's objectives. Often a project manager has no direct tasks related to the project execution. His task is to delegate the required work steps to teams or individual employees in the next step. (Axelos. 2020.) It is important to make sure that the tasks are distributed in a clear and understandable way that the person in charge knows what to do. For the next areas of responsibility of the project manager, it is important to establish a

good basis of communication. After the tasks have been distributed, it must be monitored whether the execution works and whether any deadlines are met. To control this, regular meetings can be held. Finally, it is the task to react if something does not go according to plan. This can concern both delays and too fast processing. (Axelos. 2020.) If deadlines have been planned too tightly, the project leader must react in order not to risk the execution of the project. In conclusion, the fewer tasks the project manager has, the better the execution of the project, as the project manager often only intervenes when there are problems.

Not every personality is suitable as a project manager, as certain characteristics are required for the job. The perfect project manager has excellent communication and teamwork skills present. Besides, he knows how to schedule and manage time and stress in a team or under individuals. In addition, he should possess leadership skills. These include, among other things, how to best motivate your team and lead them to the common goal. He should also be able to deal with conflicts and solve them in a goal-oriented way. (Joubert. 2019.)

2.2.3   Project Plan

A project plan is an important requirement within the project management process. Often a project plan can be described as one or several documents that reports the process of the project and can be used to manage and identify key tasks connected to it. The main purpose of a project plan is to receive an overview of project stages and resources needed to successfully implement the project. However, a project plan is not only useful for the project team. It can also help to inform external parties, such as project stakeholders or clients, about the status of the project or to present the result of the project. (Harned. 2022.)

Again, it exists several methods of how to create the perfect project plan. Nevertheless, they are often created regarding the project teams needs and experiences and every project plan is different from others as they can be produced with special programs or by creating own documents. It is the project managers responsibility to draft the project plan and keep it updated. The core contents of a project plan are the same in every project. It records which resources are available and provides information on communication. In addition, it contains a timeline for the project and a budget plan, which is mandatory and should identify potential risks and approaches to overcoming them. Furthermore, a project plan should include a statement of work that in more detail describes the scope of the project and which workload and tasks are necessary. It can also include milestones and deadlines. (ProjectManager.com. 2022.)

The most important part of the project plan is the work breakdown structure. This divides the project into smaller task areas and then again into individual tasks. (ProjectManager.com. 2022.) These tasks can then be assigned to specific teams or employees. To guarantee the realisation of the task, a deadline can also be set in the project plan. Using this structure, the project status can be read at any time, as well as whether the project is on schedule.

2.2.4 Workstreams

The closing chapter of the theoretical framework of this thesis is dealing with the project part of forming workstreams. The formation of workstreams can be particularly useful for larger projects or project teams to ensure a clear division of responsibilities. A workstream consists of several group members who focus on a specific part of the project and are led by the project manager. In their own stream, they work on several tasks related to the project. (Pitagorsky. 2015.) As this is a team effort, there are different points of view on the project. This allows for a diversified execution of ideas and a higher quality of the outcomes.

Often the workstream has assigned a team leader in the beginning of their process who has regular meetings with other team leaders and the project manager to keep the entire team updated about their processes. The project manager presents the project plan to the workstreams, including the individual task areas for the group. It is the team leader's task to distribute and monitor these tasks in his team and to report results or issues to the project manager. (Pitagorsky. 2015.) As the workstreams are focused on their own parts of the project, it is important to provide useful communication facilities in case decisions must be made across groups.

The number and distribution of workstreams varies depending on the project. For internal company projects, workstreams can consist of whole departments and according to their work tasks (for example: IT or HR). In contrast, the same groups are often formed for event projects. Since every event must be organised in the same approach, workstreams are often formed in the areas of marketing, program, finances, sponsors, and human resources.

3   Pre-Event Practicalities

The following chapters are meant to describe the practicalities of the pre-event process in more detail. Therefore, various sub-chapters are used, describing the planning steps and the beginnings of the seminar until the actual event execution day. The idea is that the theories learned from the theoretical framework of the thesis will be reflected in the implementation of the seminar and successfully linked to one another.

3.1   First Approaches of the Project

In the beginning of the entire process, I was asked by the responsible teacher of the project to become the project manager for both the semester project cooperation with Helsinki CityCopter that included building up a Market Plan for several target countries and the Future of Aviation 2022 seminar. The idea behind me being the project manager is that I can draft my thesis about the event process in my own field of interest. On 27. January 2022, I have prepared a kick-off session for our course to introduce the seminar to them after making myself familiar with prior executions as well as requirements for this year's seminar. Within this session, first brainstorming approaches were set in several groups regarding target groups and first speaker ideas and afterwards presented to the entire course. Every idea was welcomed and first connections between ideas and approaches were made. Additionally, the session created first thoughts about the desired target group and the needed workstreams for the implementation of the Future of Aviation Seminar 2022. The Covid-19 pandemic was stated as a risk for the event implementation. However, the positive changing situation allowed us to fully concentrate on the planning process of a physical event.

3.1.1   Defining the Target Group

During the brainstorming session on 27. January 2022 first ideas about the desired target group of this year's seminar have been collected. Research and statements from participants of previous Future of Aviation Seminars have shown that the target group consists of Haaga-Helia students and industry professionals in the past. Nevertheless, the concept was mentioned to organize the seminar in 2022 for high school students only. Based on this idea, a discussion arose from which it emerged that most of the course would welcome high school students as the main target group. In a subsequent survey, the target group was determined. During the first Steering Group Meeting, in which I, as the project manager, report to the project directors and responsible persons of Haaga-Helia UAS about the status, the decision about the target group was communicated. It was expressed that it is important to Haaga-Helia UAS to invite industry professionals to the event as well. For this reason, Abba has decided to focus on high school students as the

main target group, but also to invite other interest groups, such as industry professionals and students from Haaga-Helia UAS.

3.1.2 Formation of the Needed Workstreams

Additionally, the students were introduced to the method of planning an event within different workstreams to create an easier overview of own tasks and smaller decision-making groups.
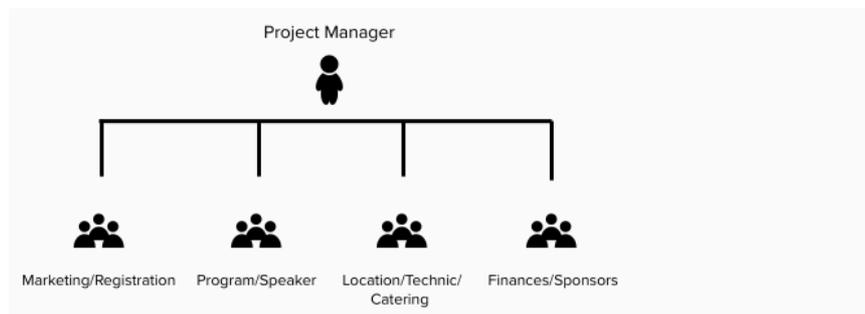
Figure 5. Workstreams Future of Aviation Seminar 2022.

The figure above discusses the structure of the project planning process. Since it is easier to implement an event in smaller groups, I have decided to divide the class into smaller groups that are responsible for a specific field of the event process. Workstreams were created to concentrate on "Marketing & Registration", "Program & Speakers", "Location, Technik & Catering" and "Finances & Sponsors". To create the groups, an internal survey was sent out in which the students were allowed to vote on whether they would like to be allocated according to their project groups from the Helsinki CityCopter project or according to their own interests. Everyone had to indicate their personal preferences from one to four regarding the different workstreams. The evaluation showed that a division should be made according to interests. Thus, four groups of four persons were formed, in which everyone is allowed to work in their preferred workstream. However, it is important to keep other groups updated about ideas and executions. The pre-event practicalities are detailed justified within this part of the thesis by paying attention to their own processes. Therefore, each workstream is analysed individually by their made actions, implementation of the tasks, and their timeline in comparison with the project plan at the end of the pre-event practicalities chapter.

3.2 Organisation, Tutoring and Delegation

In the following, the focus is on the organisation of the implementation of the project. This includes tutoring and delegation of tasks throughout the project. To describe the organisa-

tion of the project in more detail, my personal role and task as project manager is described first. Afterwards, the chosen project method is justified and the project plan and time schedule I created are presented and explained.

3.2.1 My Role as a Project Manager

My role as a project manager is explained on the one hand by using the figure from the theory part that divided the tasks of a project manager in four stages, and secondly based on my tasks and duties during the project.

The first stage stated in the circle of figure 4 said that the project manager is responsible for the theoretical planning of the project. As already mentioned before, I received advance notice of the project to familiarise myself with the content of the event and the requirements. My first task was to introduce the project to my course and lead the first brainstorming session. As a result, the internal survey was sent to the course to receive their feedback about the formation of the workstreams and desired target group. In regular steering group meetings with the teachers and Haaga-Helia representatives, I explained the project status a total of five times and received modification requests and feedback. The first meeting was held on 9 February 2022. At that time, the implementation of the project had not really started, but I was informed about the wishes of the commissioner regarding program points and speakers. Immediately after the first meeting, I drafted a personal email to each workstream with starting points related to their tasks. For me personally, the tasks and meanings were explained enough. However, I quickly noticed that the groups did not start working. When I checked with individual students, I realised that these emails and especially the tasks were incomprehensible to many, due to no previous experience in event management and lack of knowledge regarding the start of planning. For this reason, I then developed a detailed project plan that precisely defines and schedules all the tasks of each workstream.

The second task for me was to delegate the given assignments. I informed groups about tasks and in some cases I assigned them to individuals, however, most of the groups have done it independently. In a team leader meeting, we decided together not to have a fixed team leader for the seminar, but one person from each workstream was always present in the team leader meetings to give an update on their progress. In addition, delegating included handing over and explaining given requirements from teachers or Haaga-Helia UAS to the right workstream. As effective communication tools are needed for delegating tasks, different channels were organised. On the one hand, there was a common team channel where the whole team could be informed. In addition, I was part of individual

WhatsApp groups in which I could communicate new assignments to the entire group, and we have used occasional phone calls for important decisions or personal conversations.

Besides, effective communication skills and channels are needed to monitor and control whether given assignments are done on time or if further explanations or even new deadlines are needed. Therefore, team leader meetings were organized twice a month. During those meetings, each team updated others about their progress and ask questions. These meetings supported me to monitor and control the process of the event. Moreover, I have updated the project plan each time before having our Steering Group meeting and received further updates from the teams. Those updates included to mark finished tasks and sometimes also change of deadlines. Additionally, some tasks were removed because they were not feasible due to too many assignments or because they were not relevant to our project planning. Even though I had no fixed tasks in terms of project performance, I had enough to do with monitoring and delegating the project plan.

3.2.2   Selected Project Method

I decided to use the traditional method called "Waterfall" method, because I already knew it from my professional experience, and this method is the easiest to implement for project teams without event management experience. In the following chapter, the project plan is presented in more detail, but it can be anticipated from the chosen waterfall method that the tasks are arranged chronologically and must be completed in a certain order. For this reason, the adherence to deadlines is also important in the Future of Aviation Seminar since our project implementation involves a shortened planning period of only three months. Nevertheless, the shortage of project time could be the downfall of the chosen method. If I have scheduled the individual task areas with too little buffer, this can lead to delays that can affect the entire project.

Moreover, the PRINCE2 methodology was explained in the theoretical framework. This method is not fully implemented into the project, however, approaches of it can be found during the process that have been linked to the waterfall method. Therefore, I have implemented the PRINCE2 themes into my considerations. The project focused on the PRINCE2 themes risks, business case, organization, and progress of the project that were answered in the beginning of the thesis.

3.2.3   Project Plan and Timetable

The project plan has already been mentioned several times in the main chapter Pre-Event Practicalities, as it was the most important document of our project implementation. The

project plan consists of several documents that were included in the project process. Regarding to Thomas Sundman (2022) a project plan includes among other things a description of the current case compared to the future one, the project objectives, different work streams as well as the project risks and limitations and project timelines and breakdown structure of the tasks. For our project team the breakdown structure (task list) was the most important document and accessible to all students. It is explained in more detail afterwards. However, the entire project plan was created by me as a project manager and used to present the outcomes of the event to the teachers group. A link to the plan can be found here: Project Plan_FOA.pptx

My project plan could be divided into three main parts. The first part stated the framework of the event including the given criteria regarding the event when it was introduced to us at an early stage. Furthermore, our project objectives and risks are stated. Those points were helpful throughout the entire planning process to keep in mind what we are working for. Additionally, the group members of each workstream were mentioned. The second part of the project plan introduced the used key documents to the reader. It shows that we have used the task list as well as the budget documents, program list, staff plan and registration platform. Besides, our marketing materials are uploaded to the presentation. The final part of the project plan consists of the event day and the outcomes itself. Therefore, impressions of the event day are used for visualisation, and the feedback surveys are analysed. Finally, the project plan is concluded by making suggestions for future executions of the project and my personal reflection on learning. Overall, the project plan did not consist of a description of the current stage compared to the future stage of the project, however, after receiving the presentation the listeners received an overview of the changes, we have made during the entire project process.

To better understand the task list of the project, a breakdown structure plan was created for the seminar that will now be presented. The task list was accessible for all students of the planning team. Since the implementation of the project plan is expected to be discussed later the project plan is presented as it was after publication at the end of February 2022. The entire project plan can be seen in the attachments of the thesis; however, a part of the plan is shown below to better illustrate the following information.

Table 2. Extract of the Breakdown Structure Plan Future of Aviation Seminar 2022.

Project Plan Future of Aviation Seminar - April 2022				
Every group needs to give estimated costs or offers to the finance group and they need to present them to Mari Austin to get them approved				
Every group needs to communicate with other groups if decisions are important for them as well!				
	Status:	done	in progress	not started yet
Project team: ABBA21				
areas of responsibilities	Status	Deadline	Responsible Person	Info's / News
General Decisions to make				
form event teams	done			
What kind of event? Speakers? Panel Discussion?	done			
Budget	ask Yucel			
Plan is to do a f2f event - keeping online/hybrid already in mind due to uncertain Covid Situation - form Covid Team to be up to date with registrations?	f2f event			
Registration				
Highschool students from Jemina - Väsky & Askola High school		22.02.22		we will invite them. Jemina was informed about the decision
Think about Registration platform		06.03.22		decide which platform to use and create it (E.g., Webpropol)
Figure out max. of event participants		06.03.22		ask Location group, how many people are allowed to come. Max. capacity lobby
Create Registration Platform		10.03.22		decide which platform to use and create it (E.g., Webpropol)
Registration Start: Publish Link on Social Media & then Website		14.03.22		Registration stand:
Send out confirmation Emails for Participants		20/04/22		Emails are important to let them know that they have a reserved seat at the event. Email could include time schedule and speaker (ask from Program)
close registration form		tba		IF MAX CAPACITY IS REACHED!

The table of the plan is structured in such a way that the tasks are divided among the different areas of responsibility. This way it is clear to see which workstream is responsible for processing the task. The table is divided into area of responsibilities, status, deadline, responsible person and finally information and news. Due to this division, it is immediately visible for each task whether it is already being processed or which person is responsible for its execution. Besides, the deadline indicates whether the task has been completed or is behind schedule which is important to know for both the workstream and the project manager. The main idea behind the breakdown structure is that the workstreams update their fields in the table by themselves. Therefore, they can use the assorted colours stated in the plan to show their progress regarding the tasks and make notes about what was decided. Besides, the deadlines given by the project manager create a timeline for the implementation of the event. The organising team can plan their future progress by the given timeline in which the project must be implemented. This can lead to better internal planning for each workstream.

Finally, the waterfall methodology can be found in the project plan. As the tasks are arranged chronologically, the implementation of this method can be seen. In addition, some tasks build on the completion of others which is a criterion of the waterfall method.

3.3 Implementation of the Project Plan

Since the reader is now familiar with the theoretical project plan and timeline for the event implementation, the actual execution into practice is discussed more precisely. Therefore, the work environment and realisation of the tasks of the workstreams "Finances and Sponsors", "Location, Catering and Technic", "Marketing and Registration" and "Program and Speakers" are analysed individually to receive an overview of how to manage the pre-event practicalities of the Future of Aviation Seminar.

At the beginning of the entire project, we have decided not to have fixed stream leaders. We aimed to figure out how successful the communication between the individual workstreams would be when each person of the group can be used as a contact person. Nevertheless, regular updates of the seminar workstreams were given in meetings. These meetings were the same as the Helsinki CityCopter team leader meetings, as each team leader happened to be responsible for one part of the event, and we could combine those. However, the Helsinki CityCopter leaders did not consider themselves as seminar group leaders.

3.3.1 Program and Speakers

The first workstream created for the project planning was concentrating on building the program and finding potential speakers for the project. The group consisted of four members. As each other stream the group has received given tasks by me published in the project plan.

The group started directly after formation to draft a program schedule of the event day. As previously communicated, the only requirement for the group was to include Helsinki CityCopter's end-of-semester presentations in the program. Apart from that, the group was flexible in its proposals. Hence, to comply with the requirement from the theoretical planning process of a seminar that potential speakers are approached three months before the start of the event, the first task of the team in February 2022 was to consider internally how the seminar could be structured and to summarise initial ideas for potential guests. The draft was shared with the entire course on 17 February to make a joint decision.

The first idea of the programme group was to divide the seminar into a morning and an afternoon part. During the morning, the seminar should be opened at 10:00 with a short speech by a representative of Haaga-Helia UAS. Afterwards, Joonas Nurmi will present his company Helsinki CityCopter, followed by the four presentations of the semester project. Before the afternoon program, a lunch break was planned from 11:45-12:30. The

main seminar programme with the desired speakers would start at 12:30 and continue until 15:00. Within this period, the group wanted to include three presentations by speakers, as well as a panel discussion and a final raffle for the audience. In addition, the commissioner Haaga-Helia UAS wanted a 15-minute timeslot for the presentation of a thesis award, in which the best bachelor thesis from the aviation business programme is honoured. The entire course agreed to the draft and gave the programme group free decision-making power in the selection of guests. After approval by the course, the draft was also presented by me as project leader at our second Steering Group Meeting. The morning schedule shown below was also confirmed there, with the request to extend the lunch break from 45 minutes to one hour. Thus, on 8 March, the drafted programme was fixed and two months before the event the request for speakers could be started to intensively create the afternoon program.

Table 3. Fixed Morning Program Future of Aviation Seminar 2022.

Time	Program	Location
10:00 – 10:10	Opening seminar by hosts	Lobby
10:10 – 10:15	Speech Haaga-Helia Representative	Lobby
10:15 – 10:30	Introduction Joonas Nurmi, Helsinki CityCopter	Lobby
10:30 – 11:30	Semester Project Presentations Abba3	Lobby
11:30 – 12:30	Lunch Break	Safkiss

Firstly, written requests were sent to two different companies and one direct contact person to ask whether they are interested in presenting an aviation-themed presentation during our seminar. Due to long response times and one refusal, the group members additionally switched to direct telephone enquiries, which resulted in Marko Halla being appointed as the first speaker in mid-March. The second speaker Rudolf Zivcic on behalf of Kambr Inc. was also fixed by phone negotiations. After the two gentlemen were confirmed, the group found out that there would be time management problems if a third representative from the industry was booked in addition to the panel discussion. For this reason, they decided against a third presentation. In the procurement of participants for the panel discussion, the short preparation time of two months partly became a risk, as the desired companies from Neste Oyj and Lufthansa Cargo Group did not get back to us. For this reason, teachers from the Aviation degree program have already been scheduled for the panel discussion. In the end, contact persons from both companies got back to us and in total three participants were fixed for the discussion. However, the negotiations were more difficult than with the normal speakers, as they only agreed after reviewing the panel discussion questions two weeks before the event which is much later as the recommended three months prior the event by the theory. Moreover, the requested thesis award

was removed from the schedule one week prior the event due to time management problems from the commissioner. The last part of the seminar consists of an interactive raffle with the audience where prizes will be handed out to the winners. This game will take about 20 minutes and will be concluded by our hosts Nikita Bogatov and Cornel Ungureanu (Aviation Business students). Based on the above-mentioned reasons and bookings, the following afternoon schedule of the group was created and fixed prior the event day.

Table 4. Fixed Afternoon Program Future of Aviation Seminar 2022.

Time	Program	Location
12:30 – 13:05	Speaker 1: Marko Halla – Electric Flying	Lobby
13:05 – 13:40	Speaker 2: Rudolf Zivcic – Revenue Management in Aviation	Lobby
13:40 – 14:00	Break	Lobby
14:00 – 14:30	Panel Discussion	Lobby
14:30 – 14:50	Kahoot Game & Ending Speech Hosts	Lobby

In addition, the group had other tasks to complete in connection with the program. One participant works with his company in Estonia that caused that his journey by ferry and the hotel booking had to be arranged. The group received a fixed budget from Haaga-Helia UAS and passed this on to the guest who booked his own arrangements and submit the reimbursement to the team via invoice after the event. In addition, gifts had to be bought for the guests as a gesture of appreciation. Finally, the speakers must be informed about the event schedule to know when to arrive at the location and about the specific stage time. In the last days before the event, the group assisted the speakers with last questions and finally obtained the final presentations to check them during the technical rehearsal before the event. Additionally, one speaker had to cancel his presentation since he is not able to travel from Lapland to Porvoo on the event day. However, the group suggested to the speaker to give his presentation online and thus found a solution to keep him for the seminar.

3.3.2 Location, Catering and Technic

Already at the beginning of the project, the group reserved all rooms on the first floor of the Porvoo Campus in the internal system for the event day and the day prior the event. We have decided to divide the classroom 1421 to use the one half of the room as the VIP-room for the speakers and the other half as our internal staff room. Furthermore, the room 1422 is used as an exhibition room for the prototypes created during the Design Sprint

weeks. The idea is to promote the prototypes to the desired target group to show an overview of the topics studied at Porvoo Campus. Additionally, it was stated that we can host a group of maximum 200 participants in the lobby during the event and the technical department of Haaga-Helia UAS was informed about the event to support us with their knowledge. Since the event is organized in the facilities of Porvoo Campus members of the group were assigned to fill the event registration form that includes among others the number of participants, a created security plan and the contact details of responsible students and teachers. Besides, the project plan stated that the location group is responsible for the decorations of the lobby area and creating a seat plan. However, a real seat plan was not created since most of the VIP-guests arrive shortly before their presentation and seats will be free for them. Regarding the decorations, we decided to use plants in the stage area as well as welcoming posters near the main entrance to convey a pleasant feeling on arrival.

At the beginning of the planning, the catering consisting of lunch and coffee break was calculated for a total of 100 participants. However, it became known that the two invited high schools would only partially participate in the programme and would therefore not be dependent on a lunch organised by us. For this reason, we only had to calculate and order lunch for our VIP-guests and the organising team. Additionally, coffee and pastries were ordered from the restaurant for the lobby area. Upon request, the team obtained a price list of coffee and cakes, as well as lunch prices for external guests and students from the Restaurant Manager and used these to make the catering calculations below.

Table 5. Initial Calculations Catering Future of Aviation Seminar 2022.

Visitors		VIP/Speakers	High Sch.	Volunteers	Whole space
	Min	10	50	15	200
	Max	20	70	20	
Item	Price				
Coffee	2 €	20 - 40€	100 - 140€	30 - 40€	400 €
Tee	1.50 €	15 - 30€	75 - 105€	22,5 - 30€	300 €
Lunch	7,9€ / 2,70€	79 - 158€	None	40,5 - 54€	None
Fruits	3 €	30 - 60€	None	45 - 60€	None
Soda	2.50 €	25 - 50€	None	32,5 - 50€	None
Sweet bun	2 €	20 - 40€	None	None	None
Cake	? (50€)	50 €	None	None	None
Totals		239 - 428€	175 - 245€	170,5 - 234€	700 €
		Minimum total		Maximum total	
		584.50 €		907 €	

In this calculation, the expenses of the individual interest groups of the seminar were calculated. In each case, the lowest expected participants and the highest were used to create the needed budget. The highest budget was used for the budget request to the commissioner, however, the upon table should present that a much lower budget might be required. The final order for the catering including coffee, tea, and cakes for the lobby area

as well as lunch for the VIP-guests and organization team was sent to the restaurant on 21 April.

The third responsible area of the group was to communicate about the event practicalities of the event day with the technical team of Haaga-Helia UAS. The group was asked to send a technical equipment plan for them. However, during the planning it turned out that we cannot really provide information about technical equipment apart from the number of microphones needed, so we agreed to jointly figure out what is needed on the technical rehearsal day. This rehearsal day was set for 25 April, two days before the seminar.

3.3.3   Finances and Sponsors

The most important assignment was to concentrate on the finances of the seminar. Since no concrete budget was given by the commissioner the group was required to receive more information about how much money can be budgeted within the planning process. Therefore, they have contacted Mari Austin in the end of February (two months prior to event) who was introduced to us as a contact person from Haaga-Helia UAS. Unfortunately, the group's request was forwarded to several people within the organization, and we received an answer after several weeks, with the request to create a budget plan. The long waiting time has influenced the groups motivation negatively regarding preparing the seminar. However, after many requests and concrete instructions by me the group decided to contact each workstream to ask for their expected costs related to the project. In the theoretical background, it was learned that the budget plan should be prepared at the time of event request. Due to the communication problems, the budget plan was sent to Yucel Ger on 21 March, with the request of the group to confirm the costs incurred.

Table 6. Initial Budget Future of Aviation Seminar 2022.

Department	Costs	Description
catering:	907.00 €	All the food items and some of the cutlery
Speakers:	250 €	Guest fees
decorations	200 €	Flowers, gift bags, decorations for the lobby area, photo wall
total estimate	1,357 €	
Budget needed	1,400 €	
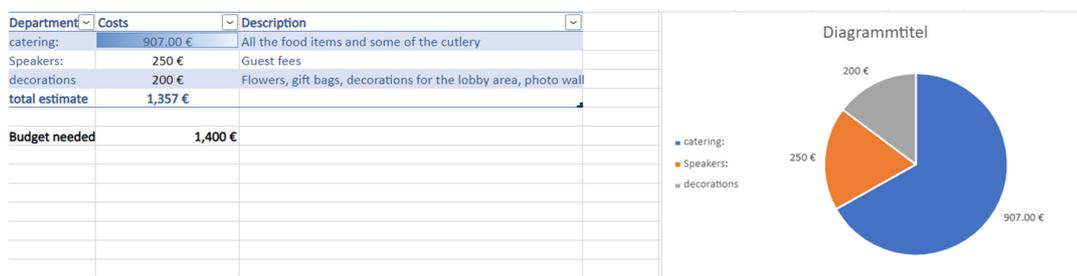
The group has been informed by two workstreams that they will have costs incurred in implementing the seminar. The cost items are stated in the table above and include catering, travel, and accommodation fees for one of the speakers and decorations. Decorations are described as gifts for the speakers, decorations for the lobby area and gifts for the prize raffle. During the planning process the group was taking care that other workstreams are staying within their given budget.

As in previous execution of the event, we wanted to hand out gift bags for each participant of the seminar. We planned to finance the bags with the budget but fill the contents with sponsored items. For this purpose, we wrote to Joonas Nurmi from Helsinki CityCopter, as well as some other companies. Unfortunately, the communication turned out to be difficult due to the late realization of the idea at the end of March. For this reason, the group cancelled the order of the bags. Joonas Nurmi contacted us just a week before the event and said that he would sponsor key chains and other small items, however, they did not arrive in time prior the event.

3.3.4   Marketing and Registration

The first task of the marketing group was the registration of the event participants. For this purpose, a group member created a Google survey at the beginning, with which we wanted to register the participants. Due to data protection reasons, this was changed to the survey tool Webropol before publication. Even though, Haaga-Helia students often uses Lyyti as their preferred registration tool we decided not to use it due to the time-consuming preparation of the platform. The created survey was added to every Instagram post, and we received in total 22 registrations from the link. In the beginning, the survey was meant to be used by both the high school students and other participants from Haaga-Helia UAS or industrial professionals. However, immediately after defining the target group, our teachers contacted two high schools from the Porvoo region to ask if they would be interested in participating. As Askola high school agreed to a one-week school visit during the seminar week, the registration group did not have to communicate directly with this school. We were told that we were welcome to include 45 students and teachers for the morning program and that this group would not register through the link we had created. The second school, called Vääsky Upper Secondary School was contacted several times by a team member, but without response. In the beginning of April, three weeks prior the seminar, the teacher contacted me personally to ask for more information of the seminar. After consultation with the finance team, we invited the Vääsky School for the afternoon program to avoid paying for lunch out of our budget since we were not able to cover it for them. The contact person at the school was pleased to agree and sent us a student list of 20 people joining the afternoon program. However, two days prior to the event we were informed that Haaga-Helia UAS would be delighted to cover the lunch of Vääsky School students and we agreed with the responsible teacher that they will attend the entire seminar day. After joining the seminar program, the students will receive a personal campus tour from Aviation Business students. In total, 87 participants signed up for the morning program and 42 for the afternoon, which is an immense success from our point of view. Besides, the group was responsible to close the registration platform in case

the amount of 200 participants was reached. However, that case did not apply for our event.

The second and most important task of the marketing team was to advertise the event to Haaga-Helia UAS students and industrial professionals. Therefore, different social media posts have been prepared. The first aim was to publish a "Save the Date" post already in the middle of February. Only the event name, date and location should be published. However, this post has been postponed due to emerging discussions whether to create own social media accounts for the event or to use the existing ones. In the end, it was de-cided against a new account, as this would first have to build up a network that already exists with the current accounts. The group decided, in consultation with the marketing or-ganiser Sointu Silo-Hämäläinen, to publish the postings on the Instagram accounts @haa-gaheliaporvoo and @eventsbyhh. In total, five Instagram post have been published and each post consists of the brand identity of the Future of Aviation Seminar.

Picture 2. Abba3. 2022. First Instagram Post Future of Aviation Seminar 2022.

The first Instagram post was to publicise the event and was shared on both accounts on 09 March. Each Instagram post then showed the same brand identity characteristics. In each of the five publications, both the seminar logo from previous events and the Haaga-Helia UAS logo could be found. The company logo was also positioned in the introductory texts of the guest speakers. Finally, the background image of the 2019 website was used in two posts to complete the brand identity. Each post was accompanied by the registra-tion link. A newsletter article was sent to the entire staff of the Porvoo campus to raise awareness of our project and seminar and published on the events page of the official Haaga-Helia website. The only task left unfinished by the marketing team due to lack of time was the revision of the Future of Aviation Seminar website of 2019. However, I would not make this of too much importance as the target group of this year's seminar consisting

of high school students was not expected to need the website. This would have been different if we had specialised in industry professionals.

Overall, the distribution of five marketing posts and the newsletter were an effective way to make Haaga-Helia students aware of the event. Nevertheless, invitation texts with the program and registration link were also distributed to private WhatsApp groups of other Degree Program courses.

4 Event Execution

The event execution section identifies the occurrences of the actual event day. Therefore, the event day schedule is explained in more detail and the role of our course is discussed. That means that the entire schedule is going to be compared with the actual execution of the event. These differences can be both positive and negative modifications and will be critically analysed in the later part of the thesis. Besides, the event day targets are discussed. The objective in this section is to analyse whether we were possible to meet our own and our guests needs.

In the end, post-event feedback is discussed intensively. The idea is to receive feedback from different persons who have several viewpoints on the event day. More accurately it is meant to ask internal members such as students participating in the event team, the commissioners as well as guests about their reflection view on the event day regarding project aims and objectives made in beforehand.

4.1 Staff Plan of the Event Day

About a week before the seminar, a staff plan was developed to define the roles of each member of the organising team for the day of the event. For this purpose, two weeks before the event, it was asked who could not participate or who could only participate in the morning program. This, in turn, was considered during the preparation of the staff plan in that four separate groups have been created.

The first team consists of four students building up the management team for the event team. I will work closely with my Crisis and Program Manager Erno Miettinen who is the first contact person in case of urgent changes or risks. It is either decided by himself how to solve this problem or asks me as the Final Decision Maker. Besides, we have Aapo Alatalo who is the IT-Manager and Assistant of the stage team. The last member of the management team is Robin Neupane who is the Supply Chain Manager. In case of unexpected wishes of the guests or needed items, Robin is responsible for bringing them to the venue as quickly as possible. He is also in consultation with Erno. The goal is that I am personally addressed by Erno only and not by many individual team members.

The stage team is connected to the management team by communication from Abdi Bekele as the Stage Director with Aapo Alatalo (IT-Manager). Abdis task is to take care of our hosts Nikita Bogatov and Cornel Ungureanu who are both Aviation Business students and accompany our guests throughout the seminar. Besides, he is responsible of giving

the microphones to the speakers and ensure to have the speaker guests available on time.

The following team is from high significance since they are responsible for the wellbeing of our guests. Therefore, Petri Annala is responsible for our VIP guests, which consist of the seminar's speakers. He is at their side all day and tries to fulfil their wishes. He can get help from other teams to support him. As around 60 students from high schools will be attending, Henrik Heimo and Artem Makurin are responsible for the welfare of the students and take care of their campus tour. Again, they can reach for support from other members of the organisation team.

The final team consists of classmates who can only participate in the morning program of the seminar. For this reason, the four students are responsible for decorating the location before the event begins. This includes placing the welcome posters and distributing plants in the stage area to create a pleasant and inviting atmosphere.

4.2   Final Preparations Prior the Event

The final preparations started two days prior to the event. On Monday afternoon we have met with the stage team and the technical responsible person of Haaga-Helia UAS in the lobby. During the stage rehearsal the needed microphones were checked, and Nikita was practising for the welcoming of the participants. In addition, the final Helsinki CityCopter presentations were prepared on the seminar computer and the zoom session for Marko Halla's online presentation. Finally, we tested the functionality of the planned Kahoot game and thus completed the stage rehearsal.

On 26. April, we had our final preparations for the following event day. For this reason, the location had to be prepared with the help of the first-year Aviation Business students. First, we separated room 1421 and prepared half of it as a VIP room and the other half as a staff room. Glasses, water carafes and coffee cups were also provided. In addition, the neighbouring room was prepared and set up as an exhibition room for the Design Sprint prototypes. As a last step, we set up a catering table with tablecloth in the lobby area, where the Safkiss restaurant will provide cake and coffee on the day of the event. Before the end of the preparation day, some administrative preparations had to be made. We requested parking permits for the guests at the Information desk and two keys for the campus for us students. We also printed out the program that will be distributed to the organising team and guests. In addition, our fellow students will receive the distribution of tasks for the event day. A final briefing was not conducted, as this had already been organised

the previous week with the participation of the course in class. Finally, a reminder of the event was published in the Instagram Story of @eventsbyhh.

4.3 Timeline of the Event Day

On the morning of 27 April 2022, we met with the entire organisational team at 8:30 on campus to make the final preparations before the guests arrived. As we had already prepared everything the day before, this morning was quite stress-free. All we had to do was set up the catering areas and distribute the printed program leaflets on the chairs in the audience. Finally, our hosts did a final run-through of their text on stage before the first guests arrived at 09:45. Since the invited students from Vääsky Upper School had not been to the campus before, two Aviation Business students gave a campus tour before the seminar started.

Punctually at 10:00 am our two hosts went on stage to welcome the audience. Many chairs were occupied, and we hosted 85 participants consisting of students from Vääsky and Askola Upper School, Haaga-Helia students, teachers, and other guests during the morning. The first agenda element was a five-minute welcome speech by Yücel Ger, representing Haaga-Helia UAS, in which he once again emphasised the importance of the seminar and the work from the Aviation Business Students. Afterward, Joonas Nurmi, co-founder from Helsinki CityCopter went on the stage to explain the audience about the beginning of the start-up company and how the cooperation with Aviation Business students from Haaga-Helia UAS get started in the beginning of the semester. Subsequently, our four project groups presented their results from the second semester project. It was discussed in advance that I would stand at the back of the audience and give a hand signal after eight minutes of each presentation that the last minutes had begun, as each team had ten minutes of presentation time and two minutes of feedback from Joonas Nurmi. However, since Joonas introduction to the Helsinki CityCopter project did not take the planned 15 minutes, each team was able to present without time pressure. In addition, we were able to extend the lunch break, as finished the morning program at 11:10 am instead of 11:30 am as planned. However, this extension of the lunch break was especially important in retrospect, as many guests wanted to have lunch in the restaurant, and we could thus ensure that every guest could eat in peace.

Picture 3. Students' Helsinki CityCopter presentation.

After the lunch break, Marko Halla's online presentation was on the agenda. Again, there were no technical problems and Marko kept precisely to his agreed presentation time. The same applies to the second speaker Rudolf Zivcic, who presented in person at the campus. After another 20-minute break, where the guests could enjoy coffee and cake, our panel discussion followed, which was very well chaired by our host and informative and interesting. The composition of representatives from Finnair, Lufthansa and Neste worked well. As during the entire seminar, the desired period was optimally adhered to.

Picture 4. Panel Discussion Future of Aviation Seminar 2022.

Our last item on the program was a prepared Kahoot game with ten questions from the aviation industry, which brought the seminar to an active end and was well received. Finally, our hosts Nikita and Cornel successfully concluded the seminar at 14:45 and thanked the guests for their participation.

Picture 5. Project Team Future of Aviation Seminar 2022.

In the background of the event, all worked as agreed. The people in charge welcomed the guests in a friendly manner and drew attention to the VIP area as well as assisting with any questions. In addition, we could observe that exciting conversations developed between the participants during the breaks. The atmosphere of the event team seemed relaxed, but still professional. Overall, we were able to conclude the successful event day with cleaning up the campus.

4.4 Post-Event Feedback

In this chapter, the outcome of the event is analysed more critically to subsequently formulate recommendations and suggestions for the new project team of the Future of Aviation Seminar and to review our work in a critical way. The analysis includes the planning process as well as feedback for the event day itself.

4.4.1 Methods and Respondents

Feedback for this event was requested from two interest groups. Therefore, online survey questionnaires on the topic of feedback of the Future of Aviation Seminar 2022 were sent to both groups the day after the event, which were accessible for one week.

The first group consisted of the organising team of the event, thus the third-semester students of the Aviation Business Degree. Their survey included feedback on the pre-event organisation process in which the survey participants were included, as well as their personal feedback on the seminar day. In total, the survey contained eight questions and can be classified as a quantitative method, as the aim of the survey is to determine the average satisfaction of the organising team in relation to the event. The usage of closed questions allows a targeted analysis of the results, as every survey participant has given the

same answers. A total of 15 participants completed the survey anonymously which is 94% of the entire event team.

The second survey was sent to guests of the seminar to collect and evaluate their direct impressions and feedback of the event day itself. Again, the answers were collected anonymously. For this purpose, the questionnaire was sent to the Vääsky and Askola Upper School, as well as to the guest speakers and individual participants of Haaga-Helia UAS consisting of students, teachers, and other staff members. The survey was again a quantitative online questionnaire, including a total of nine questions. After closing the survey, a total of 39 results have been obtained. This was a pleasing response, as I had hoped for a response rate of 25 participants before sending the survey, as I know from my previous event management experience how difficult it is to get written post-event feedback. Additionally, with a participation rate of about 80 attendees, it is pleasant to receive feedback from every second participant.

4.4.2 Results

The first question in the organisational team's questionnaire asked about the workstream in that the participant has worked in due to group-specific questions in the further survey. The second question referred to the organisation of the entire project process. The value 5 represented a very organised process and the value 1 a disorganised process. The average value of the group was 3.7.

Table 7. Feedback Survey Organisation Team. Question 3.
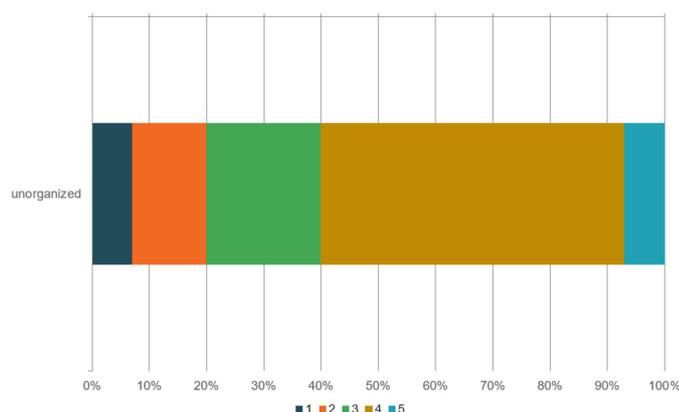
The following question regarding the own groups working process clearly split the opinion of the team, as each choice was mentioned at least once. The general average is evaluated as 3.4 points even though a total of nine students distributed four or more points. Here, the distribution of satisfaction within the individual workstreams was particularly noteworthy. The most striking distribution was in the Finances & Sponsors team, with

scores of three and four as well as once only one point. It can be concluded from these varying results that the groups functioned differently. Moreover, 93% answered that over-all, they were satisfied with the results of the event in terms of their own group's process. The answers to questions five and six were particularly confirming. For both questions, all respondents answered that the project plan provided clearly defined roles and tasks and that they felt the seminar met its objectives. Questions eight and nine were related to the event date itself. It can be resulted that the students liked the created atmosphere during the event as it scored an average of 4.3 and the overall event day was rated with 4.2. It shows that the exhausting and at times a little disorganised process, turned out to be positive in the end. At the end of the survey the student had the chance to give open feedback or suggestions regarding the project process. In total seven written answers have been received. Three students have answered that the event was well planned, and we organized amazing speakers. However, two students mentioned that the planning process was extremely time-consuming in relation to not getting a grade or credits for it. In addition, the work attitude of some team members was criticised.

The second survey analysed is the general event feedback survey made for the partici-pants of the event. The first question was aiming to figure out how the event participants first became aware of the Future of Aviation Seminar. Since this event was organised in cooperation with Haaga-Helia UAS, it is not surprising that 17 respondents heard about the event for the first time from a Haaga-Helia representative. Even the fact that 46% of the participants (18 answers) knew about the event through teachers is reasonable due to the participation of the Vääsky and Askola Upper School. It was particularly noticeable that only 5% of the participants became aware of the event through our social media mar-keting. This suggests that we could have done more to raise awareness on social media.

Table 8. General Event Day Feedback Survey. Question 2.

2. Please rate the different services/program points organized during the event. (1 - did not like; 5 - really liked).

Please just rate the points you have experienced!

Number of respondents: 39
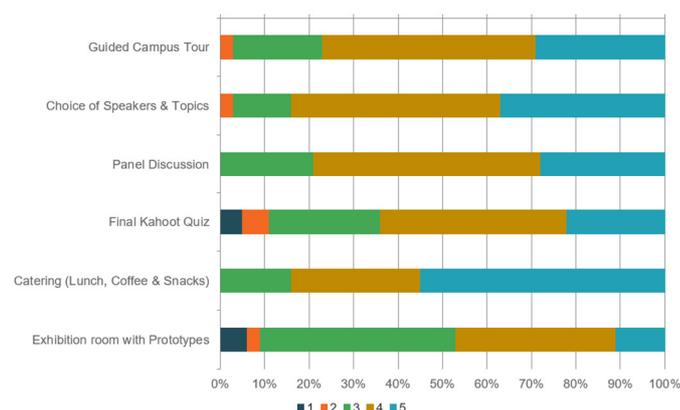
The second question referred to the evaluation of individual programme points of the seminar. The results are visualised in more detail in the statistics shown above. Therefore, the participants were asked to rate six different program points. The overall average is calculated to be exactly 4.0, making it a good overall result for the seminar program. The catering and lunch menu scored best with an average of 4.4, followed by the Choice of Speakers and Topics (4.2), the Panel Discussion (4.1) and the Guided Campus Tour (4.0). The lowest scores were achieved in the Final Kahoot Quiz (3.7) and the Exhibition Room with Prototypes (3.4) and are thus also below the general average. When asked about the duration of the presentations, 79.5% of the participants answered that they found them to be perfectly chosen. Only 12.8% found them a little too long and 7.7% would have liked a longer panel discussion. The analysis of the next question showed that 79.5% of the event participants felt that the information they received before was sufficient. However, 15% also stated that they did not consider the information to be sufficient, which needs to be critiqued in more detail in the following discussion section. Two participants wrote that they would have liked to receive an information email before the start of the event. Same as in the survey for the organisation team the respondent was asked to rate the event as a total and how the participants felt about the atmosphere on campus. For question 5 "How well was the event organised in general?", participants gave an average of 4.2. This positive effect of the organisation also had an impact on the event atmosphere, which was rated 4.4. The second last question was asking if participants would recommend the event to their friends and colleagues on a scale from 1 to 10. The reached average of 7.5 is again satisfactory and might create a word-of-mouth effect for the Future of Aviation seminar in the future. The last question was an open question regarding feedback or suggestions that guests would like to make anonymously. The eight answers contained positive short feedback. However, it also became apparent again that the length of the panel discussion should be extended. In addition, it was recommended that fewer chairs be set up next year and that other degree program receive more information about the event.

5 Reflection on Event

The final part of the thesis is meant to be the critical evaluation of the entire project process including the execution day. Firstly, the key outcomes are discussed. That includes the outcomes for the project itself that might have a significant impact on further implementations of the annual seminar. Afterwards, the entire project is evaluated critically to subsequently define suggestions for future executions of the project. The objective is to create a base and concept for prospective events and a helpful source for future Aviation Business students on how to get an event process started since usually hosting an event is an unfamiliar project for them that might cause concerns. The suggestions made in the conclusion should besides prevent to make mistakes again in future executions. The last step of the thesis is to make a reflection on my own learning by managing the project. In this concluding chapter, I will present critically which skills I have learned or strengthened in the process and in which areas I still need to work on myself.

5.1 Key Outcomes

In an earlier stage of this thesis the event objectives have been explained. Since the seminar has already been implemented at this point, the achievement of the stated project objectives can be critically evaluated. Therefore, the objectives and their key outcomes are discussed individually as below.

- **PO 1: Hosting an Unforgettable and Successful Event**
- **PO 4: Keeping a Positive Team Spirit within the Project Team**

One of the created event objectives was that the invited target group is going to attend the seminar. With the participation of two high schools with a total of 65 students and teachers, this objective can be considered successfully achieved. Another reason is that one of the two schools specialises in aviation and therefore considered the content of the event suitable. However, in retrospect it is unfortunate that the larger school class had to leave after the morning program. Regarding the participation of Haaga-Helia UAS students, it can be concluded that they were not very widely represented in the event. It can be assumed that the information provided to different study programs was not sufficient. Besides, we wanted to provide useful and interesting information for the target group from the prepared presentations and discussions from the speakers. As the selection of speakers covered different areas of the industry, as well as different representatives of several stakeholders, this target can also be considered achieved. In addition, we have created access for future Abba students to industry contacts who can facilitate enquiries for the coming year.

A more personal goal for our class was to organise an unforgettable and successful seminar. Although the planning process was not always easy and caused internal problems, the result was satisfactory for everyone. Moreover, conversations with participants during the breaks and after the seminar revealed that especially the high school students enjoyed the event and were overwhelmed by the planning of our course. Additionally, the communication within our course went smoothly and each person felt comfortable in his or her role. Besides, I found the positive attitude of the course especially valuable, as I noticed how many people were asked by other fellow students if everything was going well. I was also asked many times during the day if everything was fine, which I found extremely positive. Overall, our event team was working well together, and everybody was willing to support each other.

- **PO 2: Starting an Annual Execution**

The start of a new annual execution of the Future of Aviation Seminar was another objective of this year's event. As we are not responsible for the execution next year, we cannot further influence this goal, however, we have built a good foundation for an annual execution of the event with our seminar. Furthermore, both students and the commissioner can benefit from the feedback that is discussed in the following chapters and avoid the same issues in the future.

- **PO 3: Effective Communication**

Although it was concluded above that the communication at the event between the event team worked well, this cannot be completely related to the event preparation process. Even though there was a common team channel, as well as several WhatsApp groups and team leader meetings, communication seemed to stagnate in between. This was because the tasks in the project plan were assigned within the teams, but these were not visible in the project plan and therefore people did not know who to contact. In addition, the lack of time was a reason communication was often neglected. Besides, the communication with the commissioner Haaga-Helia UAS was not satisfactory for some parts of the planning process. These issues included not just the communication of the commissioner with the student group but also the influence regarding the planning of the event. Often the commissioner made wishes of which speakers should be invited and how the program should look like. This influence partly reduced the motivation of the group, as we felt strongly constrained.

Nevertheless, the communication during the event day was working extremely well due to the fixed tasks of each student that were communicated with the staff plan. In addition to

the stated position each student received a description of his or her task prior to the event. Everyone knew who to contact in an emergency and the task fields were clearly assigned. For this reason, I can recommend the new project team to adopt this distribution of tasks for the day of the event to assure excellent communication.

- **PO 5: Stay within the Budget Plan**

The final and most important objective for the seminar was to stay within the budget plan that was provided from the Finance workstream in March 2022. In the beginning of the process, we have received an accepted budget from 1.400€ including all costs. The following table states the actual spent amount of budget.

Table 8. Final Budget Calculations Future of Aviation Seminar 2022.

Overall costs:		
Category:	Amount:	
Catering:	835,50 €	
Program:	150 €	
decorations and gift:	72 €	
Total:	1 057,50 €	

Catering costs:		Program costs:	
Category:	Amount:	Category:	Amount:
Lunch guests:	39,50 €	Gift chocolate:	22,50 €
Coffee and tea	190 €	Brunberg blend coffee:	49,50 €
Lunch students	40,50 €	Guest fee:	150 €
Lunch teachers	5,50 €	Total:	222 €
Cake	160 €		
*After party:	400,00 €		
Total:	835,50 €		
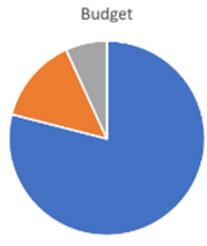
*After party costs only if acceptable to commissioner

From this it can be concluded that we had actual expenses of 657.50€, but the final budget at this point was settled at 1057.50€, as we want to organise an end-of-term party for the event team if the commissioner agrees. However, even when organizing it we can result that the event stayed in the requested budget.

Furthermore, the ongoing Covid-19 pandemic was discussed as one of the greatest risks of the event since it was unsure in February 2022 whether we can conduct the event physically at the desired location or if we might need to consider an alternative plan for an online event. However, already at an early stage it was assumed that the positive turn of the pandemic will allow us to implement the event as planned. Therefore, this significant risk did not influence our process badly.

Finally, there were objectives related to the project and my bachelor thesis. My first personal target was to get at least 25 responses in the general feedback survey of the event guests. This was achieved, with 39 answers collected. Moreover, I wanted to stay within my planned period. This meant that I could complete the first four main thesis parts before

the actual event day. I also succeeded in this, as I already finished it on 25 April and was thus able to specialise on the event day directly after the seminar.

5.2   Project Evaluation

The project evaluation is discussed first for the event planning process and afterwards the seminar day itself since they received different outcomes. As already described in the survey results, the project plan was understood by all participating students and was described as a good help for keeping track of the project status of their first event during the planning phase. In addition, it can be concluded from this plan that each team successfully completed their most important tasks. The tasks were informed and exchanged in regular team leader meetings that occurred every second week. In some cases, extra meetings were held if team members requested it, especially before the event day. Additionally, the time together during the lectures on campus contributed that everyone could be updated about their team and workstream status. In the end, I would also characterise the steering group meetings as successful, as they served both the commissioner and me in checking whether Abba3 is on the correct path.

However, not everything went smoothly during the event process and in between it seemed like that the negative points were stronger than the positive ones. This result was furthermore shown in the average organisation process rated with 3.7. At the point, the students heard that they are not receiving credits or even a grade for this project the motivation has been decreased significantly. In one of our team leader meetings, it was also criticised that there are free riders in every group who do not receive any consequences for this. Despite the existence of channels, the communication in the planning process could have been much more intense. Nevertheless, it was noticeable that this improved as soon as the Covid-19 situation allowed to return to campus. Not all desired tasks could be mastered due to time problems and returns to work. Thus, among other things, the website of the seminar, which was created in 2019, had to be shortened and could not be updated by us. In addition, there was a wish to distribute welcome bags to the guests which are filled with sponsored items. Due to the short preparation time, the items ordered from Helsinki CityCopter did not arrive in time.

Before the seminar, due to the reasons mentioned above, my nervousness was immense, as I could not estimate the outcome of the day. However, the event day can afterwards be evaluated as a success due to the given feedback via the survey and from personal discussions with event participants already at the location. The atmosphere, the organisation and the overall ranking were positively assessed, which can make the event team proud, as none of the problems from the preparation period were noticeable. The commissioner's

initial uncertainty about the length of the presentations cannot be confirmed, as 79.5% of the survey participants found them exactly appropriate. But of course, there were also a few points of criticism about the event, but they did not have a negative impact on the atmosphere. As the Askola Upper School only participated in the morning program, there were a lot of empty seats in the afternoon, which does not make a good impression at first. Besides, during the morning the catering table was not recognized and therefore, a lot of cake and coffee was left over. The exhibition room of the Design Sprint prototypes also received little attention outside of the guided campus Tour that resulted in a low ranking. Finally, the morning program was shorter than expected, however, this had a great outcome for the event day as we were able to lengthen the lunch break.

Overall, based on the given evaluations the project can be called a success since we were able to meet our previous made objectives. In addition, it is a great achievement for an event team if the day of the event proceeds without complications and the guests do not notice any of the planning problems occurred in beforehand.

Before continuing with my personal suggestions for the future I would also like to evaluate the work process with the commissioner. I considered the steering group meetings with our team of teachers and the Haaga-Helia UAS organisers to be particularly good and important. These meetings gave me the opportunity to share our status and often gave positive input on things that might have been forgotten. I also found the time intervals of the meetings optimal. However, it was often raised internally that the impact of certain Haaga-Helia UAS representatives was too high, and the students felt restricted in their freedom of decision. This includes, among other things, the planned Thesis Award, which was to be organised by us originally. Due to a lack of resources, the task was finally handed back to the Haaga-Helia UAS staff. In addition, a lot of waiting time had to be planned for important arrangements with the representatives, which lowered motivation, and essential information was often not passed on to the event team. In addition, elements such as the Thesis Award increased the risk of time problems and in the meantime risked the completion of important tasks, as individual students felt overwhelmed with the workload. Besides, the communication between the commissioner and the student group could be improved in the future, as especially in the final phase information was discussed within the university which was only forwarded to the students by coincidence and thus gave the feeling of working unprofessionally. Finally, the steering group meetings sometimes caused frustration, because I knew that I would have to make a lot of requests for change to the project team, which would reduce motivation internally.

5.3   Suggestions for Future Executions of the Project

Despite the temporary disorganised planning phase, the result on the day of the event was successful. Nevertheless, I would like to offer suggestions and advice for future versions of the event in this chapter.

The first proposal concerns the structure of the semester. Two projects at the same time were quite demanding and challenging, and groups felt they could not concentrate enough on individual parts of each project. Consequently, the short preparation time for the event was criticised by students. If we had only had one semester project, the event planning time of three and a half months would have been sufficient, however, due to the given circumstances the risk of failure was present in between and provided the students with an unnecessary load of extra stress.

Moreover, our course students were suspicious of organizing an event with having no previous experience in the event field. It would have been affordable to receive a lecture about Event Management prior the start of the event process to get familiar with it. However, even though Abba students often do not have previous event experience, I would suggest that the commissioner Haaga-Helia UAS will not influence the students' work too much in the future as it is reducing the students' motivation regarding the project. The idea was that our course has the right to decide about the structure of the event day and we proudly presented it to the commissioner, nevertheless, the negative feedback in the beginning regarding the length and choice of our speakers was demotivating. Nevertheless, it is important to involve Haaga-Helia UAS in the planning, as the commissioner should also express his wishes. Nevertheless, the commissioners should also engage in proper communication with the students, which is equally required from the students' side.

The feedback and the event day showed that few Haaga-Helia UAS students have participated in the seminar day. It can be resulted that more active introductions of the event should be made to courses in the future. Therefore, the project team can visit the courses and introduce the event personally which we have not done. Besides, it was mentioned why the event is not a combined organisation from both Abba and Pomo students since tourism students are interested in aviation as well. It could be conducted that Pomo students are responsible for the event management part and Abba students will focus on getting aviation related representatives to the seminar.

Finally, to help future project teams get started with this event, a flow chart of the event planning process is included in the appendices. It identifies the key tasks that must be

done and how to react in case of sudden changes of the plan. Furthermore, the descriptions of the work process in general will support future Aviation Business students. The idea of the thesis is to show future students how to start planning a seminar and to reduce initial uncertainties about the project that have occurred during the process. The following link is giving access to our used Teams Channel. The channel was used for internal communication and our main documents were saved there. The documents can be used again for the future or could be developed further: https://teams.microsoft.com/l/channel/19%3a273b24224fa840c0bb20cc79a07cf444%40thread.tacv2/Future%2520of%2520Aviation%2520Seminar?groupId=980a8d70-a27d-491c-8aad-afdbcabb43a5&tenantId=a9e39483-dd21-4c25-b848-2a625cff7939

Another final suggestion that comes from my heart is regarding the assignment of team leaders. We decided to not assign specific team leaders for the Future of Aviation Seminar to result that every person can be contacted for questions. We knew in beforehand that this can be a critical experiment, however, we thought it can be considered as a learning experience. Overall, I would suggest for future implementations and in general future project to assign team leaders again since the issue occurred that people did not feel enough responsible when I contacted them to manage their team's tasks. Nevertheless, it was interesting to evaluate the outcome of not having leaders, but it would have prevented us from extra stress.

Finally, I would suggest that each contact person of the commissioner working together with the project team is reading at least the event results of 2022 and my made suggestions and evaluations in this thesis since they provide useful information about the feelings of the old project team and furthermore what the audience of the seminar expected. These insights can prevent further misunderstandings and guide the commissioners' team on how to prepare for a re-implementation of the project to achieve a positive spirit for all parties involved.

5.4   Reflection on Learning

The entire project process helped me to gain more experience with organizing events and showed me that I still want to work in this field in my future career. As a project manager I was included in all areas of the event, and I have received a great overview of the event management process that I can reference to in my event management job search.

As mentioned in the theoretical framework a project manager should provide certain characteristics to succeed in his position. Those include excellent communication and teamwork skills. Moreover, the perfect project manager knows how to schedule and manage

time and can handle stress and provides the team with leadership ability. (Joubert. 2019.) During the preparation phase of the event, I realised that all the above skills were required of me to achieve a successful project implementation. Time management and teamwork skills were easier for me as I already have these from my work experience. However, my position as a project manager was more stressful than I thought. Providing enough communication channels was also a challenge at the beginning of the project due to distance learning caused by the corona pandemic.

Finally, this was my first project in terms of event management, which was planned in a large team that also had no previous experience with the industry and, in some cases, no interest in it concerning their professional perspectives. This was my biggest challenge, especially at the beginning, as I was not used to motivating the team so extremely to start working. Nevertheless, we mastered it well and it has developed me personally immensely.

Overall, I want to thank my supervisor for supporting me both with drafting the thesis and managing the entire event process as well as trusting me in being the project manager for both projects. The thesis meetings were beneficial and gave me a lot of input for the further process. The positive but also critical feedback I received after submitting individual parts of the thesis gave me additional motivation. The last few months have been a pleasure and I am grateful to have had the chance to function as a project manager and to draft my thesis on the process about the Future of Aviation Seminar 2022.

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Appendices

Appendix 1. Project Plan Future of Aviation Seminar 2022.

Project Plan Future of Aviation Seminar - April 2022

Every group needs to give estimated costs or offers to the finance group and they need to present them to Mari Austin to get them approved

Every group needs to communicate with other groups if decisions are important for them as well!

Status:	done	in progress	not started yet

Project team: ABBA21

areas of responsibilities	Status	Deadline	Responsible Person	Info's / News
General Decisions to make				
form event teams	done			
What kind of event? Speakers? Panel Discussion?	done			
Budget	ask Yucel			
Plan is to do a f2f event - keeping online/hybrid already in mind due to uncertain Covid Situation - form Covid Team to be up to date with registrations?	f2f event			
Registration				
Highschool students from Jemina - Väsky & Askola High school		22.02.22		we will invite them. Jemina was informed about the decision
Think about Registration platform		06.03.22		decide which platform to use and create it (E.g., Webpropol)
Figure out max. of event participants		06.03.22		ask Location group, how many people are allowed to come. Max. capacity lobby
Create Registration Platform		10.03.22		decide which platform to use and create it (E.g., Webpropol)
Registration Start: Publish Link on Social Media & then Website		14.03.22		Registration stand:
Send out confirmation Emails for Participants		20/04/22		Emails are important to let them know that they have a reserved seat at the event. Email could include time schedule and speaker (ask from Program)
close registration form		tba		IF MAX CAPACITY IS REACHED!

Program / Key Note Speaker / Host				
First Brainstorming about Schedule / Speaker ideas		17.02.22		
Send requests to speaker		04.03.22	Cornel/Nikita	
Fix speaker including speech time & topic		18.03.22	Cornel/Nikita	
Fix day schedule & publish to whole class		18.03.22		
Send info email to speaker		06.04.22		Info email: When is there speech slot, time schedule whole day, when arriving at Porvoo Campus.
Receive PowerPoint from Speaker in beforehand		20.04.22		
Prepare speaker gifts		20.04.22		Ask Sointu Hämäläinen-Silo if she could organize them and how many we need. She can suggest you ideas.
Kahoot game with prizes		20.04.22		Let sponsor group know if you do it and if you need prizes to sponsor
Thesis Award		20.04.22		Haaga-Helia UAS wants to organize a Thesis award. Please ask Mari Austin about it.
HR				
creating staff plan for the event date		06.04.22		made by HR course Jemina
Creating internal communication plan		06.04.22.		made by HR course Jemina

Marketing				
Create Instagram Account (need of FB?)		28.02.22		After talking with Sointu we decided to use existing HH accounts
Post "Save the Date" post on IG		28.02.22		Planned for 07.03.22
Create a Marketing Plan		15.03.22		Plan Post, content, time schedule
Update Website		31.03.22		use old website. Ask for credentials to update the website
Posting to advertise				tag @eventsbyHH, @haagahelia @haagaheliaporvoocampus. Ask them if they post it for us, you can write them via IG. Add haagaheliaaviation (for linkedin)
write news article for HH website		31.03.22	Louise	
Finances/Sponsors				
Ask Yucel (commissionair) about buget for speakers		22.02.22	Aapo	
Get information about estimated costs from each group to calculate		15.03.22		Ask the groups to provide you this information. It is your task to receive the
Cost calculation		30.03.22		Overview of all costs
find sponsors for gift bags		30.03.22		Request sent to Haaga-Helia (Sointu).
Sponsors: pencil & notepad for each chair		30.03.22		Request sent to CityCopter. They want to ask Terveystalo and maybe Lufthansa Cargo or Neste.
Sponsors: Joonas Nurmi (CityCopter) does he want to sponsor prize for best presentation or kahoot game or something else?		30.03.22		
After party?		30.03.22	Artemi	Dinner after event - Yucel
Get approval from Yucel for necessary costs if needed		15.04.22		
Location/Technic				
book location in system - Campus lobby		28.02.22	Robin	please book needed rooms for 26. - 27. April
Figure out max. Capacity of Lobby		28.02.22	Robin	tell Registration group how many participants can registrate for the event
Inform Technic guys about event		06.03.22	Petri	We need their help on 26. & 27. April for technic, Rönnbacka Dan, Marko Friman
Fill out event registration form from HH		13.03.22	Petri	
Book other necessary rooms		15.03.22	Robin	1x Staff room, 1x VIP room, Lunch Room? Exhibition Rooms? Please add the room number/name in here
create technical equipment plan (advise from Technic guys possible)		31.03.22	Tomi	What is needed and how often?
Send Technical equipment plan to Technic guys		10.04.22	Tomi	
floor plan / seating plan		10.04.22	Petri	Just if needed in your opinion. Special seats for VIP's?
decoration		20.04.22	Mei + Basti	Find Ideas for Decoration from school inventory or buy if needed
Create VIP -Seating papers		20.04.22	Petri	
Set up Location: Technic Check, Seating, Prepare Lunch Rooms, Decoration, Briefing whole course (by Bastiane and each team)		26.04.22	all	
Event Day: settle time to meet at Campus. Prepare smaller preparations		27.04.22	all	
Catering				
Request Lunch possibilities from Safkis / Coffee table with sweets		13.03.22	Petri	Asked boss of Safkiss about offer. We need prices to calculate.
Fix Lunch menu		31.03.22	Saftkis	
Decide for Lunch Room		31.03.22	Robin	At Restaurant or specific room? Ask restaurant about their opinion.
State amount of participants to restaurant		20.04.22	Program people / Marketing people	At the latest as possible would be great. But the exact date needs to be fixed with the restaurant by you. Ask registration team for participants number.
Create menu cards		20/04/22	Petri	as decoration for tables. Can they be printed by school?
Update amount of participants to restaurant		22.04.22	Program people / Marketing people	

Appendix 2. Marketing Material: Future of Aviation Seminar 2022.

27.04.2022 Aviationday Program

10.00-10.15 Opening speech

10.15-10.30 City Copter introduction

10.30-11.30 Student presentations

11.30-12.30 Lunch break

12.30-13.00 Marko Halla about electric flying

13.00-13.30 Rudolf Zivicic, Kambr

13.50-14.05 Haaga-Helia awards for best thesis

14.05-14.35 Panel discussion

14.35-14.45 Final quiz

REGISTRATION!
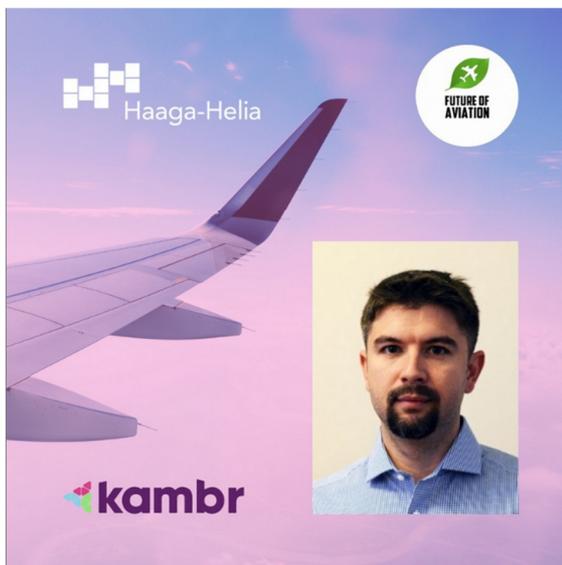
Haaga-Helia
Porvoo Campus newsletter   April 2022

Welcome to join the Future of Aviation Seminar 2022
Bastiane Kraasz

Teaming up with Finland's brand new airline!

This spring we have had the privilege with Haaga-Helia Aviation Business third semester students to initiate a project commissioned by Helsinki City Copter, the newest Finnish airline. Helsinki City Copter has had a great start to their business despite the pandemic. As City Copter business is seeking for expansion, they needed some ideas and considerations for creating visibility for international customer base expansion. Together with City Copter, students have explored service design concepts and marketing & sales efforts considering global customer reach. Which customer segments to approach, what products to create, where to focus with visibility, and how should sales and distribution be managed. These are some of the area's students have tackled when considering funnelling incoming customers to city copter's service.

If you would like to hear about the findings in the City Copter project and much more, please join us at Future of Aviation Seminar 27.4.2022 @ our Porvoo campus. In addition to the project presentation we will have thesis awards, panel discussion and interesting speakers addressing the newest trends and considerations in aviation business.

Venue: 27.4.2022, Porvoo Campus, 10-15:15
Event schedule
10:00 – 11:30 morning program:
Opening speech by Haaga-Helia personal and introduction to Helsinki CityCopter by the owner Joonas Nurmi. Afterwards, project presentations from Aviation Business students about their semester project with Helsinki CityCopter.

11:30 – 12:30 lunch break

12:30 – 15:15 afternoon program:
Be welcome to listen to interesting speeches about Electric flying by Marko Halla (Finavia), Finances in Aviation by Rudolf Zivcic (Kambr) and a Panel Discussion. The stage programme will be accompanied by the awarding of the best Aviation Business Thesis from last year and an exciting Kahoot game for the entire audience.

Abba third semester students would be happy to welcome you to the seminar as well. Register now:
https://link.webropolsurveys.com/S/C4B4B56E28EC1024

Appendix 3. Staff Plan: Future of Aviation Seminar 2022.

Management team
Workin shift - full day

Mirtinnen Erno - Crisis and program manager

Bastiane Kraasz - Decision Maker

Alatalo Aapo - IT manager

Neupane Robin - Supply chain manager
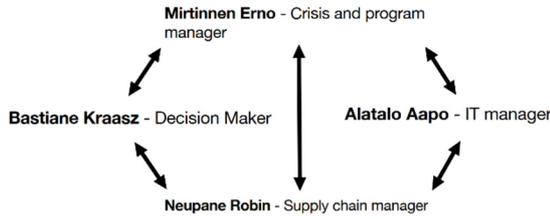
Stage Team
Woking shift - all day

Abdi Bekele - Stage director.

Nikita Bogatov – Host and panel discussion moderator.

Cornel Ungureanu - Host and panel discussion assistant.
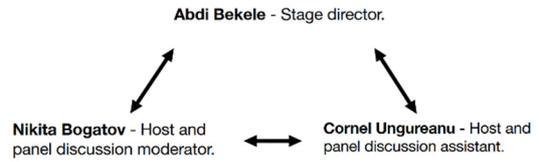
Guests coordinators team
Working shift - all day

Petri Annala - VIP guests and catering coordinator

Hendrik Heimo - Guests (students and schools) coordinator + catering assistant

Artemi Makurin - Guests (students and schools) coordinator + catering assistant
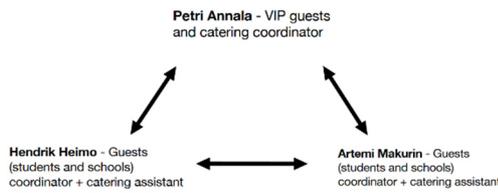
Design and facility development Team
Working shift - partly

Mei Yamaguchi - Design manager

Nea Kortelainen - Design and facility creator

Liisa Parviainen - Design and facility creator

Jere Kantee- Design and facility creator
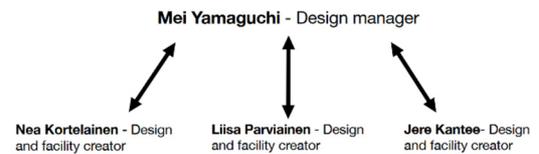
Appendix 4. Organisation Team Feedback Survey Questions.

1. Which workstream have you worked in?

	n	Percent
Finances & Sponsors	4	26.6%
Location, Catering & Tec	3	20%
Marketing & Registration	4	26.7%
Program & Speakers	4	26.7%

2. How would you rate the organization process of the event in general?

	1	2	3	4	5		Total	Average	Median
	0	1	6	4	4		15	4	4
unorganized	0%	6.6%	40%	26.7%	26.7%	very organ			
Total	0	1	6	4	4		15	4	4

3. How would you rate the organization process of your own group?

	1	2	3	4	5		Total	Average	Median
	1	2	3	8	1		15	3	4
unorganized	6.7%	13.3%	20%	53.3%	6.7%	very organ			
Total	1	2	3	8	1		15	3	4

4. Are you satisfied with the results of this event in terms of the planning from your own group?

	n	Percent
yes	14	93.3%
no	1	6.7%

5. Do you feel that roles & tasks were clearly communicated with the Project Plan (published in Teams)?

	n	Percent
yes	15	100%
no	0	0%

6. If no, why do you feel so?

Responses

7. Do you think the event met its objectives?

	n	Percent
yes	15	100%
no	0	0%

8. Have you attented the seminar?

	n	Percent
yes	14	93.3%
no	1	6.7%

9. Please rate the atmosphere created during the event.

	1	2	3	4	5		Total	Average	Median
	0	0	0	10	4		14	4	4
bad atmosphere	0%	0%	0%	71.4%	28.6%	great atmosphere			
Total	0	0	0	10	4		14	4	4

10. Overall, how would you rate the event day in general?

	1	2	3	4	5		Total	Average	Median
	0	0	1	9	4		14	4	4
I did not like it	0%	0%	7.1%	64.3%	28.6%	Excellent Event			
Total	0	0	1	9	4		14	4	4

11. Is there anything else you would like to share about the project (Feedback, Suggestions, etc.)?

Responses

Obviously the grades and credits was null. Overwork per part some students in comparable with others

Great event, amazing speakers and insightful panel discussions.

Excellently done.

Good idea to do it with students but shouldnt be something that takes this much time and effort without getting credits or graded during the semester and should be organizied with those students who are studying event management.

We can speak personally, if you want. Nikita

There really wasn't any organization of our group but not sure if it even needed any.

Excellent job as a project manager, way to go!

Appendix 5. General Feedback Survey Questions.

1: How did you first hear about the Future of Aviation Seminar 2022?

	n	Percent
Haaga-Helia representative	17	43.6%
Social Media	2	5.1%
Friends	1	2.6%
Teachers	18	46.1%
others	1	2.6%

2. Please rate the different services/program points organized during the event. (1 - did not like; 5 - really liked). Please just rate the points you have experienced!

	1	2	3	4	5	Total	Average	Median
	0	1	7	17	10	35	4	4
Guided Campus Tour	0%	2.8%	20%	48.6%	28.6%			
	0	1	5	18	14	38	4	4
Choice of Speakers & Topics	0%	2.6%	13.2%	47.4%	36.8%			
	0	0	8	20	11	39	4	4
Panel Discussion	0%	0%	20.5%	51.3%	28.2%			
	2	2	9	15	8	36	4	4
Final Kahoot Quiz	5.5%	5.6%	25%	41.7%	22.2%			
	0	0	6	11	21	38	4	5
Catering (Lunch, Coffee & Snacks)	0%	0%	15.8%	28.9%	55.3%			
	2	1	16	13	4	36	3	3
Exhibition room with Prototypes	5.6%	2.8%	44.4%	36.1%	11.1%			
Total	4	5	51	94	68	222	4	4

3. How did you feel about the duration of the Presentations & Panel Discussion? (3 = perfect duration)

	1	2	3	4	5		Total	Average	Median
	0	3	31	5	0		39	3	3
too short	0%	7.7%	79.5%	12.8%	0%	too long			
Total	0	3	31	5	0		39	3	3

4. Was the information given before the event sufficient?

	n	Percent
yes	31	79.5%
no	6	15.4%
I have missed	2	5.1%

Option names	Text
I have missed	I'm HH worker so cant say how this is send to attendees
I have missed	Maybe welcoming e-mail before the event and I think I did not get any response for the registration

5. How well was the event in general organized?

	1	2	3	4	5		Total	Average	Median
	0	0	6	21	12		39	4	4
unorganized	0%	0%	15.4%	53.8%	30.8%	very organi			
Total	0	0	6	21	12		39	4	4

6. Please rate the atmosphere created during the event.

	1	2	3	4	5		Total	Average	Median
	0	0	6	12	21		39	4	5
1 - bad	0%	0%	15.4%	30.8%	53.8%	5 - great			
Total	0	0	6	12	21		39	4	5

7. Overall, how would you rate the event in general?

	1	2	3	4	5		Total	Average	Median
	0	1	3	21	14		39	4	4
I did not like it	0%	2.6%	7.7%	53.8%	35.9%	Excellent I			
Total	0	1	3	21	14		39	4	4

8. How likely is it that you recommend the seminar to a friend or a colleague?

Detractors							Passive		Promoters	
0	1	2	3	4	5	6	7	8	9	10
n = 7							n = 23		n = 9	
17.9%							59%		23.1%	
1	1	0	0	0	2	3	7	16	4	5
2.6%	2.6%	0%	0%	0%	5.1%	7.7%	17.9%	41%	10.3%	12.8%

Total

Respondents	NPS	Average
39	5	8

9. Is there anything else you would like to share about the event (Feedback, Suggestions, etc.)?

Responses

More time for questions with the panel.

I would fill all chairs. It was a pity with such a good program that only a few people attended. In the beginning, the first half of the day the schedule wasn't valid.

However, the lunch break was then longer which was good thing.

Maybe a welcome pre - email before the event. Also there was no mention or guidance about the morning coffee to have. Morning coffee could have been just refreshments coffee/tea/water and cake then in the afternoon. Also maybe more discussion with the teachers to get whole study groups there and it should have been compulsory. There were not that many students in the end of the seminar not even from the organizing group.

nice

very nice

was a really great opportunity and there were interesting hours every day.

Great atmosphere in there!

-

Appendix 5. Flow Chart Organisation Future of Aviation Seminar.