

Guidebook for eSport Fighting-Game Event Planning

Case Install 2022

Abstract

Author(s) Kropachev Sergey	Publication type Thesis, UAS	Published 2022
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Name, title and organisation of the client (if the thesis work is commissioned by another party) Miikka Toiviainen, chairman of Helsinki FGC RY		
Abstract <p>The purpose of this thesis work was to create a guidebook for organization of future fighting-game events by Helsinki FGC RY. The guidebook would help the association members to improve the event creation process by providing them with theoretical knowledge about event process, project management tools and templates for these tools. A written process could help the association to prepare a fighting game event that brings new attendees, increases the sponsorship opportunities that lead into bigger future events, and help Finnish fighting game community to grow.</p> <p>A semi-structured interview with two main organizers provided empirical knowledge about organization's event process, past events, possible areas that could use improvement and ideas related to the future event.</p> <p>Using the theory of event process and interview results, a guidebook for fighting-game event is created. It contains project management tools that organizers did not use before, thus refining the event process. The main findings of the thesis are preparation is the most important part which directly correlates with the success of event, experience plays a great role in events since it is crucial to implement the plan and solve emerging problems, experience can be gained mostly by working in such events and creating small-scale events at first, but most importantly, aiming to create the events that the production team can enjoy and be proud of. Some suggestions of possible future research regarding fighting-game event were given.</p>		
Keywords Helsinki FGC RY, event planning, guidebook, gaming, fighting-games, eSports		

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1 Introduction

1.1 Background

Esports (Electronic Sports) originate in the 1990s as the internet, software, and hardware with network and multiplayer functions were created. Popular genres within eSport are first-person-shooter (FPS), real-time strategy (RTS), and sports games. (Jonasson & Thiborg 2010, 288). Since that time, Esports grows more and more popular as years go by due to increasing number of players around the world and interest in professional gaming. Consequently, the number and the quality of Esport events have also risen. However, there is a discrepancy in growth within eSports genres.

The 2019 “Evolution” tournament – the largest fighting game tournament, although continuously attracts new views and expanding their prize pools, the prize pull for that year was 250 thousand \$ across 9 games (Esports Earnings 2022). In comparison, DOTA 2 International 2019 had 3.4 million \$ in the prize pool (Esport Earnings 2022). Meaning it is much less popular since prize pools correlate with the popularity and player base of games. Developers and organizers would not invest as much into it if it did not offer sufficient return.

Generally, most popular eSports games are team-based, have smooth online play, and have a strong developer support regarding event organization, marketing, and prize pulls. Those factors play a crucial part in creating a large player base. As a result, new players are drawn toward popular games because it is easier to find a similarly skilled opponents and teammates.

Fighting games are inherently more difficult to get in which leads to comparatively small player base. Less pleasant to play online because it is harder to match with equally skilled opponent due to smaller pool of concurrent players. However, those games provide completely unique gameplay experience and have a passionate community. For that reason, community members volunteer to make and help with online and offline events despite the popularity of the genre.

Such fighting game tournaments organized around the globe steadily bring new players into the genre and renew experienced players’ interest. They provide a place for people who are keen on fighting games to socialize, improve their skills, reason to travel to new locations, and compete. Game companies help with such events and if they are well-established start to actively promoting in-game.

One of the authors hobbies is playing fighting games. At first, playing in the comfort of own home, then, in 2014 author became part of the Russian community by participating in local

tournaments and events, moreover, started to help running and commenting some online events. During that time author has wondered what it takes to create the big offline fighting-games events.

When thinking about possible thesis topic, author realized that it would be possible to connect this hobby to thesis work. Since creating fighting game tournament guidebook would require event management knowledge and skills. Helsinki FGC RY were happy to cooperate and share their practical experience through interviews. The association created the biggest fighting game tournament in Finland in 2019, and most members been working on such events for many years.

1.2 Objectives and delimitations

The objective of the thesis is to compile a guidebook for the process of planning a fighting game tournament event for Helsinki FGC RY. The guidebook is made for organizers and volunteers to receive knowledge about the event concept creation, process phases and planning techniques. The association's main organizer was considering creating proper protocols and using new techniques to make it easier for all team members to work. As it improves production process to create a better fighting game events that attract more attendees and sponsors. Which ultimately helps to grow Finnish fighting game community.

Delimitations of this research come from the approximate date of the event being after the author graduates. Meaning it is not possible to work during the actual event day and during planning. Therefore, it will not be possible to receive an evaluation about the practical use of the created plan before the thesis work is finished. Guidebook will provide template and reflect the current information about future event planned that is a subject for a change.

The case organization is non-profit and equipment is provided by sponsors and volunteers. The job done by event team is voluntary. Therefore, the author will not provide financial information about the calculation of wages, ticket pricing, venue expenses, or purchasing of equipment. The venue expenses are covered by venue entrance fees and prizes are calculated from each tournament entry fee.

Market research will not be done, and marketing theory is not included in the thesis because the event is focused on visitors whose hobby is fighting games or have a general interest in such games rather than visitors who are interested in video games in general. In fact, the main marketing tool is word of mouth when event is successful and online broadcast of it.

1.3 Theoretical framework

Theoretical knowledge about organizing events in general and about the specifics of eSports will be applied. Information about event concept, risk management, process phases, guideline structure and research methods are extracted from trusted sources such as printed books, articles, eBooks and event guidelines. Definition of fighting games and eSports will be extracted from electronic sources and previous studies.

1.4 Research method

Qualitative research is a means for understanding individuals or groups connected to a social or human problem. The research process includes emerging questions and courses of action, data is generally collected in the participant's setting, analysed by using narrow or broad themes, and the researcher interprets the meaning of data (Creswell 2009, 4). Since tourism, hospitality, and event management are about people, qualitative methods are chosen to be used in this thesis to understand individuals who manage a non-profit fighting games event.

The main advantages of semi-structured interview are the possibility for participants to provide historical information and gives a researcher control over the line of questioning. Semi-structured interview type is used to have a general structure of a conversation and prepared questions about the field of work of an interviewee. Questions are asked at the beginning of the interview and follow-up questions are asked depending on the answer. (Creswell 2009, 178-179).

Data analysis involves the collection of open-ended data, based on asking general questions and developing an analysis from the information supplied from participants. Identifying themes or descriptions and interpreting the meaning of them are final steps of data analysis in qualitative research (Creswell 2009, 184-185).

A semi-structured interview with organizers will provide information about their tasks, past event mistakes, challenges, and improvements compared to the event before. Which gives the opportunity to identify what can be included in the guidebook. Interviews were conducted over an audio call with prepared questions beforehand. Questions regarding interviewee experience with Esports events, about past event's planning process and management. During a process of writing of each heading, author rewatched recordings compacted the information into the thesis's empirical part.

1.4.1 Selection of participants to interview, credibility and trustworthiness of data

It is recommended to choose specific persons who are most likely to provide the best answers to questions and inquiry when selection is required. There are varying opinions about how many participants are 'enough'. Some suggest that a small group of three to six people provides a broad spectrum of data for analysis, others object that a minimum of ten to twenty participants is needed to insure trustworthy findings. How many interviews is 'enough' can depend on various factors, yet at long as there is sufficient interview data, regardless of the number of persons, there is sufficient corpus for analysis (Saldana 2011, 34). Thus, people who operated the previous event and plan to work on the future one where selected. Mainly two organizers who worked throughout the whole event process, performed managerial and organizational tasks. Interview participants have rich experience thanks to attending similar events around the world and volunteered in other Finnish events in the past. Notably, the association have organized the biggest fighting game event in Finland in 2019.

Reliability and validity are constructs to assess quantitative data to determine replicability and accuracy of measures. Yet, in qualitative research creditability and trustworthiness is more suitable (Lincoln & Guba 1985, according to Saldana 2011, 134-135). Credibility in qualitative research can be shown by presenting data analysis methods and number of participants interviewed. Trustworthiness could be is achieved when researcher informs readers about research process or confesses about problems during the process (Saldana, 2011, 135-136). Answers to questions about event concept, planning, implementation, shut-down, and evaluation phase can be applicable to other events. Participants have started from small and grew over the years increasing their knowledge and experience about events. Each participant was part a Finnish fighting game community for minimum of 7 years. When clarification was required, or additional questions have arisen during the thesis process author contacted the participants again During a process of writing of each heading, author rewatched recordings of interviews and written responses, took notes and compacted the information in the empirical part of the thesis.

1.5 Research questions

Helsinki FGC RY had produced events without a structured guidebook, therefore the planning and managing can be further improved. Especially since the event scale has been bigger each year and it is more difficult to manage them. The research questions for this thesis were defined from the objectives of the association Helsinki FGC in event organization and from a research viewpoint.

Research questions

- What is a successful event concept for a fighting-game event?
- What are the phases of the event process and what is considered during planning?
- How can a written Guidebook help the event organizers?

2 Helsinki FGC RY

Helsinki FGC association is a non-profit organization aimed to create the biggest fighting games yearly event in Finland. Miikka Toiviainen and Runo Lohi are head organizers since 2018, when the first official Install tournament was created. Before that Runo organized “Helsinki install” community events in 2016 and 2017. Both of these events were held at Pihlajamäki youth center and did not require an entrance fee. Attendees brought their own equipment to play fighting games with people who also enjoy them in a relaxed manner (Toiviainen 2022).

Before Helsinki FGC RY, there was an organization PTP RY that hosted events from 2009 to 2014 that were considered the biggest in Finland. After PTP RY ceased operations, offline events in the Finnish FGC were scarce and the attendee numbers dwindled. That is, until 2017 when Nordic Rumble was held in 2017. It was the first Finnish fighting games event in a hotel venue, with a proper stream and sponsors. It became an inspiration for Runo. He decided to work harder to make Install a big event in Finland rather than a small community event (Toiviainen 2022).

Starting from 2018, Install became an official event with various sponsors and in a large venue. Attendees are now required to pay an entrance fee and a participation fee for each tournament. The collected money is only used to pay the venue fee. Tournament prizes come from the participation fees for each tournament (Toiviainen 2022).

Starting from 2016, the number of participants has been on a steady increase. Install 2019 has been regarded as the largest fighting game event in Finland. In 2019, 237 participants visited Install, which is a record for a fighting game event in Finland. (Toiviainen 2022.)

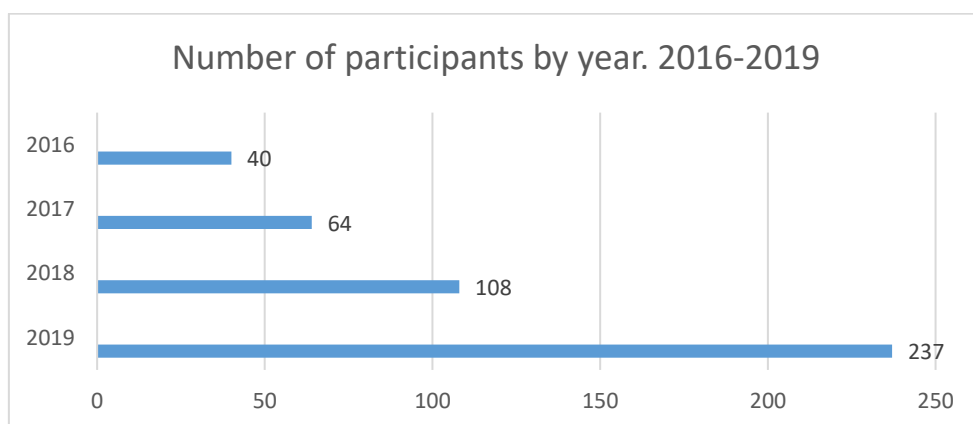


Figure 1. Number of participants of Install 2016-2019 (Toiviainen 2022)

In 2020 it was not possible to make the large offline event due to strict COVID-19 restrictions, however the association was working with yle e-Urhelu and Assembly on online

tournament of Tekken 7 Joulumyly event. The finals were shown live on Yle Areena TV-channel (Tekken 7 Joulumyly tournament page 2022).

In 2021, there were less COVID-19 restrictions, yet still enough to make a conducting a bigger and better Install not possible. As a result, the association decided to create RE:Install 2021, an invitational tournament that was first conducted online, then the top 8 players of each game would be invited to play finals in Helsinki. Top 8 players of each game would have their travel fees covered by the association, nevertheless the venue was also open for attendance to spectate the finals (Re:Install tournament page 2022).

During a large Esports event Winter Assembly 2022, a fighting-game tournament Assymyly Winter was conducted. Helsinki FGC RY was one of collaborators responsible for this side-event (Assymyly tournament page 2022).



Figure 2. Install 2019. (Twitch tv 2021)

3 Event process

To explain what special event production established definitions of special event are required.

A special event is a unique moment in time celebrated with ceremony and ritual to satisfy specific needs (Goldblatt 2014, according to Matthews 2016, 3).

Getz (1997) suggests special events are best defined by their context. He offers two definitions, one from the point of view of the event organizer and the other from that one of the guest:

A special event is a one-time or infrequently occurring event outside the normal programs or activities of the sponsoring or organizing body (Getz 1997, according to Matthews 2016, 3).

To the customer or quest, a special event is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience (Getz 1997, according to Matthews 2016, 3).

In sport, recreation and tourism industries, traditional and niche event are prevalent. Traditional events are defined by two key characteristics: a government body and a recognizable and time-honored sporting activity. Whereas niche events are setting new directions and offering event opportunities. Niche events are defined by three characteristics: the event is organized and adapted for specific audience, it does not require to have two key characteristics of a traditional event, it may exhibit recognizable components of traditional event and it may be unorthodox. And as a result, niche events can develop into traditional events (Mallen & Adams 2013, 1-5).

3.1 Concept creation

During initiation of event process, one of the main tasks of the event manager is to create a strong concept for the event or update the existing one to the current context and circumstances of the event. This creates a foundation on which the whole event creating process will be built. The concept must be capable of achieving the purpose of the event, be flexible enough to serve all the stakeholders, and be realistic to create with the available resources. Insight and creativity are required to make a worthwhile event concept. In fact, getting the concept right will greatly help achieving successful outcome of the event. (Allen et al. 2011, 138).

First, it is essential to define a purpose of the event. It will drive the major decisions concerning the creation, including event's theme and elements and main corporate message that event needs to deliver. The event purpose is not bound to have only one goal. There could be multiple goals for example: providing a leisure activity for locals, attracting visitors, and creating economic benefit. Defining the purpose of the event is a great starting point for creating event concept. (Allen et al. 2011, 138-139).

Second, event manager needs to clarify for whom the event is created. Without clarification of the main audience, it is challenging to create an appropriate event. Needs and expectations of different groups of visitors may drastically vary. Often, the target audience will consist of different age brackets and backgrounds, which affects decisions about event concept. As for public events, it is vital to understand does the event is targeted for whole community, or to one or more segments within it. It is also helpful to review previous event's concepts to see what worked well. Furthermore, it could help to avoid repeating the same themes or ideas that returning guests have experienced already. (Allen et al. 2011, 139).

Third, duration of the event and time of the year the event will be held are important questions to be answered. Public events have favourable season due to competition in the marketplace and suitable season of the year regarding outdoors or indoors activities. Suitable time of the week is dictated by audience's background. (Allen et al. 2011, 139).

Forth, location of the event is one of the influential factors in creating an event concept. Venues needs to meet the needs of the event, not only by providing sufficient space for attendees, but also contribute to desired style and atmosphere. Specific facilities, staging and catering should suit the event. Moreover, it needs to provide attendants convenience in terms of transport and parking. As well as fitting inside the budget when other costs are included (Allen et al. 2011, 139-140).

Fifth, is to choose an event concept that would make use of previous answers. What is the event format? Public or corporate, out-doors or in-doors? Formal dinner or a concert? Additionally, a well-chosen theme from popular culture could inspire the creation of creative elements and program, as well as strengthen the event. Event concept is an original idea of the event, which will be developed further during the event process. Nevertheless, it an important decision on which affects the success of the event. (Allen et al. 2011, 140-141).

3.1.1 Vision and mission statements

A statement of purpose is reflective of stakeholders needs and should be at the base of all events. If the events are more advanced, creating a mission and/or vision statements may

be needed because those statements aim to further explain the event purpose. Vision statements reflect what organizers strive to achieve in long term by holding an event. Mission statement describes in general words what task event organizers choose to set (Allen et al. 2011, 103-104).

3.1.2 Goal and objectives

Next, organizers should create goals and objectives of the event. Goals are an expansion of mission statement which specify in which direction organizers aim to move regarding creation and delivery of the event. Objectives describe progress towards event's goals using performance benchmarks with the intention of assessing the preparation process. To form objectives more accurately acronym SMART is used. As objectives should be:

- specific – aimed at goals of the event
- measurable – be quantifiable if possible
- agreeable – agreed on by those responsible for achieving them
- realistic – are possible with event's available resources
- time specific – to be accomplished before chosen date (Allen et al. 2011, 106).

3.2 Planning process phase

Planning phase is defined by understanding what is required to actualize the event formulated in the concept document. Baseline plans are created, which need to be implemented and corrected if the need arises. Project manager needs to ensure that all the plans can work together as a whole (Allen et al. 2011, 158).

Project techniques from various fields can be comfortably used in event management. One of which, work-breakdown structure is used to determine what work is needed to create the event because it shows all the tasks of the event. There will be great deal of these tasks, for this reason, it is recommended to group them together under appropriate headings to avoid confusion during initiation or planning process. Additionally, tasks should be written in hierarchal order to establish the correct sequence of completion. As some tasks cannot be completed before specific things are done (Allen et al. 2011, 164).

Task analysis is a process of attaching a deadline and appointing a person or group of people to be responsible for completing the tasks. Lastly, event schedule can be created and presented as a by Gantt chart to indicate when the tasks need to be done. Steps for creating a Gantt chart are:

- Tasks – write the tasks stated during identification of tasks and responsibilities.
- Timeline – set a starting and completion time for each task.
- Priority – establish the task priority. What needs to be done to start this task? Thus, creating a hierarchy of tasks and recognition of crucial tasks.
- Grid – write the tasks down the left-hand side of the grid and draw a grid with the chosen time measurements (days, weeks, months) until the event date across the top. A horizontal bar is drawn across the grid on the same line as the task to mark it.
- Milestones – the purpose of the chart is to monitor the progress of the event, tasks that are crucial are considered as milestones and drawn on the chart (Allen et al. 2011, 166-167).

Despite the original use of Gantt chart in navy ships construction, it is applicable to project management since it includes task analysis and scheduling. Mainly because it provides several advantages. It can visually represent the event schedule. It is an effective controlling and communication tool. It can highlight problem areas or clashes in schedule. It can be adapted for use in all event areas. It provides a recap of the actions done during the event process (Allen et al. 2011 166-168).

3.2.1 Risk assessment and management

To identify possible risks and causes that could comprise the event's success, managers need to write them down. Then examine likelihood and impact of each risk on a scale. From 1 = very low to 10 = very high. Likelihood describes the probability of occurrence and impact describes how descriptive it is for event's success. If the rating of both those two aspects is low, managers can choose to be aware of it or ignore it. If the rating of any those aspects is high, the risk should be managed. Specifically, choose a response to it, allocate a person to monitor it, prepare a plan to minimize the disruption of the event by either preventing the risk or reducing its impact (Slater 2012, 40-41).

3.3 Implementation process phase

Implementation is the integral phase in event management. The tasks of the managers and team members include application of all plans, monitoring and controlling, active risk management, making decisions and corrections by examining the baseline plans to reality and work in progress reporting (Allen et al. 2011, 158-159).

Monitoring refers to manual process of comparing progress of the project to the project plan, which is done by the event team. For example, by reviewing the Gantt chart, created in planning phase, to the current progress the event team can immediately notice a gap or a problem. Reports about problems through meeting are crucial to the success of the project. The frequency of which is determined by how close the event date and management's decision (Allen et al. 2011, 172).

There are following seven (7) principals can make meetings more efficient:

- Consider if the meeting is necessary: meetings can turn out to be unnecessary if there is no pressing matter or problem was solved before it. Or if there are other ways of communication could achieve the same goal. Also, if someone is not required for a particular meeting, he or she should know that beforehand.
- Write an agenda: by preparing a list of topics or agenda to be discussed and marking who would need to address the issue makes it clear about objective of the meetings. Such documents should be distributed at least 24 hours before the meeting, in order for everyone to know what is required of them. This can be applied to every type of meeting.
- State start and stop time: if there is only a start time, the meetings can unnecessarily continue longer that they need to be.
- Cover important item first: when creating the agenda consider the 80/20 rule. The top 20% of items should be discussed first. Then, if you run out of time, during the meeting you would review the items that represent 80% of the value of the meeting.
- Summarize each conclusion: after talking about each item, summarize the information and ask if there are no other matters related to that item. Move to the next item only after agreeing to move on and restating the issue.
- Assign clear responsibilities: after making a decision, assign responsibility for the specific actions and create clear deadlines.
- Write notes and distribute minutes: for meeting to be more effective it is important to keep accurate notes and distribute the minutes of the meeting with in a 24 hours, if possible. People who keep accurate minutes from the meetings, that can be accessed later, can resolve possible future misunderstandings (Brian Tracy International 2022).

Sometimes, the sponsor or client wants to learn how the preparation of the event is going. In such cases, WIP (work in progress report) is made. It is a useful tool to see the status of

event preparation in a given moment. If project management methods are used, it can be easily generated. For example, an up-to-date Gantt chart might be sufficient. For larger events additional information like work breakdown structure, funds committed, risk register and any changes to the original plans might be required (Allen et al. 2011, 173).

Regardless of the methods used to spot deviations in application of plans, the next step is to take control and solve it. If drastic changes are required, there is a possibility that some plans might need to be remade from scratch (Allen et al. 2011, 172).

3.4 Shutdown

After the event phase is over, begins the shutdown phase. Equipment needs to be collected and stored or returned to the owners. Staff members will have to go around to see if something was left behind by the team or visitors. The scale and specifics of the event determine how much time and effort shutdown phase requires. For larger events it is recommended to create a shutdown plan with work breakdown structure, task/responsibility list, schedule and risks register to speed up and improve the process. Last step in the event shutdown process is project closure which could last few weeks. Organizers pay the bills, are acquitting the contracts, collect records of the event and incidents, which later be used for reports and any funding is acquitted (Allen et al. 2011, 474 – 476).

3.5 Evaluation

Evaluation is a process to determine if the event has fulfilled its purpose and how well it was done. To make it event manager will have to collect information, from different sources, to make decision about improving the event and if the event could be organized in the future. It is the choice of organizers to decide what they want to evaluate, since evaluating everything would not be feasible due to available resources. The bigger the event, the more stakeholders and the more participants and staff are involved, the higher degree of evaluation required (Mallen and Adams 2013, 146).

The evaluation literature suggests that there are two main types of tools which evaluators can use. Quantitative methods which are numerically based data (for example, number of attendees, revenue, tickets sold, ect.), and qualitative methods which are opinion-based data (for example, how much did the attendees enjoy the event, what was their experience like). Both methods are appropriate for event evaluation (Mallen and Adams 2013, 147).

1. Planning and identification of event data required



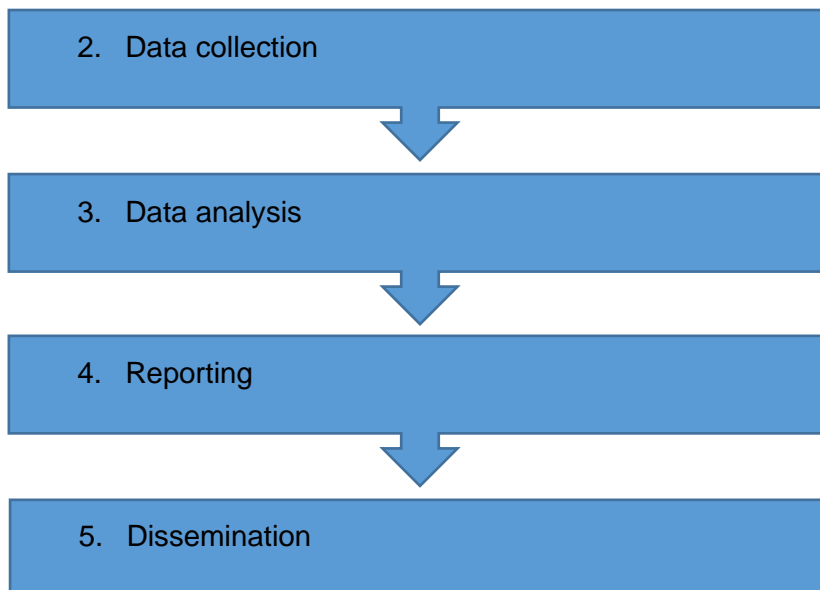


Figure 3. Five major stages of the event evaluation (Allen et al. 2011, 496)

The first stage starts with identification of purposes of the evaluation and what data will need to be collected. Depending on for whom the evaluation is made, different data would be needed. Different stakeholders have their own needs:

- The host organization will want to know the achievements of the event. Did the event come in on budget and on time? Did it achieve its objectives? What is the number of attendees and were their expectations met?
- The event sponsor may have other measures. Such as the level of awareness of the product or service increase? What penetration did the event advertising achieve? What media coverage was generated? What is the demographic profile of the people who attended?
- Funding bodies will have a grant acquittal procedure to observe, will usually require financial statements and the report on social, cultural, or sporting outcomes of the event
- Councils and government departments may want to know what the impacts of the event to their local and state economies was.
- Tourism bodies are interested in the number of visitors attracted to the event and how much did they spend on travel, shopping, and accommodation (Allen et al. 2011, 496-497).

All these agendas must be considered in determining the purposes of evaluation. After the purposes are defined, the data that need to be collected can be identified and listed. These

can be compiled into groups or subgroups. For example, one group of data might relate to attendance and demographic profile, other to audience responses and satisfaction levels, another to media coverage and another to sponsor outcomes. The more precise the identification of data needed, the easier it is to plan the collection of such data (Allen et al. 2011, 496-497).

Direct observation of the event by a knowledgeable event manager, who monitors conditions of all parts of the event, should never be disregarded as a data collection method. Essentially, event manager can solve problems that could have ruined participant's event experience, observe staff members, and note shortcomings of the design or event operations as they appear. Staff members can also critically observe the event to learn important lessons and report them to the management, however, to provide accurate and useful data they need to be trained to recognize issues and receive a reporting format (e.g., checklists to evaluate aspects of the event) (Allen et al. 2011, 499).

To receive beneficial and relevant feedback about the event de-brief meeting can be conducted. If the event is large, multiple meetings might be needed to discuss various aspects of the event. It is important to schedule de-briefing sessions after event ends in closest possible timeslots because with a fresh memory and impressions people are less likely to forget something. Notify and invite the key stakeholders. For best results, agenda should be created, and meetings should be chaired carefully to avoid rambling or blaming. While it is not simple to run a de-briefing meeting, such meetings can contribute remarkable data about the event phase and possibilities for improvement of the future event (Allen et al. 2011, 499-500).

While opinions and responses of every single attendee of the event would provide the most factual view of the event, such goal would be too costly and improbable for a larger event. Survey procedures aim to obtain reliable data of the event by seeking the opinions and resources of a representative sample of total visitors. A well-designed questionnaire form and hard work during survey process will result in more reliable results (Allen et al. 2011, 500).

The feedback collection type should be chosen based on the resources and goals for the event. Depending on the goal, target groups such as attendees, event partners and stakeholders need to be defined. Surveys are used to receive statistical information on audience profiles and assessment of the event and visitor's patterns and expenditure. They can be implemented by directly interviewing participants or rely on participants filling the questionnaires. If the event was conducted before, organizers may decide to use the same survey

to compare the events and to identify trends, or they may change the process to research other aspects of the event each time (Allen et al. 2011, 500).

Seven (7) basic factors that should be kept in mind during survey creation include:

- purpose – clearly identify the purpose and objectives of the survey. As it leads to a well-designed survey with relevant results.
- survey design – keep it simple. If the survey is too overloaded or has complex questions, there is a danger that the focus will be lost and results quality will drop.
- language – questions should use a suitable vocabulary and be grouped around topics. Biased language and “leading” questions to receive pre-conceived answers should be avoided.
- open versus closed questions – an open question is a question that allows the participant to answer freely. A closed question is a question that presents a range of answers for participants to choose, such as rating an item on a scale of 1 to 5 or on a range of poor to excellent. Open questions can give participants a better opportunity to express their opinion, however such questions are harder to quantify. On the contrary, closed questions are more restricted, yet such questions are easier to code and analyse. A creator of questionnaire form should strive to achieve a balance between these two types of questions in for the best results.
- Size of sample – the number of participants must be large enough to provide a representative sample of the audience. Suitable sample size depends in the diversity in the population to be sampled, the level of accuracy needed and the budget.
- randomness –The methods used to select participants must avoid biases of age, sex and ethnicity. To better achieve random selection, it may be required to conduct a procedure of selecting every tenth person who passes by a specific point.
- support data – the calculation of some outcomes requires collection of support data. For example, to know how much the total expenditure of visitors is, data about average expenditure of visitors and support data on the number of visitors of the event. The spending pattern data shown by the survey can be multiplied by the number of visitors to calculate and estimate of total visitor expenditure. (Getz 2005, Jago & Dwyer 2006 and Veal 2006, according to Allen et al. 2011, 501).

To learn about the event outcomes, data from sources such as event documentation and observations needs to be reviewed manually and interpreted. Interpretation is done by comparing data with original event objectives or by examining similar data from past events.

Survey data requires analysis by specific tools such as Microsoft's excel, or spss (statistical package for social studies) software to reveal vital statistics and trends about the event (Allen et al. 2011, 503).

Such software makes it possible to calculate the frequencies the ratio of negative and positive opinions about the event received from participants and means or averages of variables like guest's spending. One of the functions of spss software is to illustrate received statistical information graphically for the ease of analysis and reporting. However, if the survey had open questions, such questions must be coded or categorized so that their frequencies can be calculated. The better reporting option for open questions is using a narrative instead of statistical format (Allen et al. 2011, 503).

After the applicable data have been collected and analysed the next step consists of writing and preparing the event report. Before starting it is crucial to define for whom the report is created as it influences the writing style, the amount of detail and the overall presentation of the report. In some scenarios multiple versions of the report may be prepared for distinctive audiences, yet the core of the report will remain static (Allen et al. 2011, 504).

Two functions of the event report are distinguished. Report as a narrative, which is mostly descriptive, emphasizing highlights of the event and interpreting the data to craft an image of the event. To avoid creating a false image and being too subjective, the writer should quote relevant data (quotations from participants, photographs, programs, media reports, etc.). Report as a record, which uses statistics to create an accurate profile of the event. The statistics need to be illustrated in tables and graphs for ease of reading, and all outcomes stated should include description of methodology used to evaluate them and amount of survey responses received. The combination of both functions in the event report is a handy basis for reporting and planning of the next event (Veal 2006 according to Allen et al. 2011, 504).

The last step in event evaluation process is to disseminate the event report to relevant stakeholder groups. A face-to-face meeting can be organized with key stakeholders where the contents of the report are presented and discussed. For the host organization this may represent an important closure and for sponsors it may initiate a discussion about further involvement with the event. Additional formats of the report are worth consideration. A well-written report and precise distribution can enhance the reputation and future prospects of the event (Allen et al. 2011, 504).

3.6 Guidebook

The term 'Guide' or 'manual' describes a document that intends to give information or instruction. However, the terms have a slight difference. Guidebooks are created with a purpose to guide users in a particular direction and present general information about the subject. Usually short and do not explain how everything works yet provide sufficient amount of information for users get started. Whereas manuals are formal in-depth instructions that explain everything regarding the subject (Difference Between 2022).

The structure of the guidebook is as follows: concept creation, mission and vision statement, goals and objectives, planning phase, risk assessment and management, implementation phase, shutdown phase, evaluation phase. One of the organizers is curious about any new theoretical knowledge and project tools that can ease the event production process for all members of the organization. Thus, this guidebook would be a welcomed addition to organization event though it is not a formal and in-depth protocol.

4 Gaming, fighting games, Esports

4.1 Gaming

In most modern video games, players control an avatar in a virtual environment by means of action on input devices in physical world. Acting on input devices (e.g., gamepads, keyboards, joysticks, gamepads, mice) involves the movement of player's hands that result in a command for avatar to perform action in virtual space. However, avatar's actions are more complex the motion done by the player. For example, player's simple press of the button can result in avatars command to move or punch (Mattiassi 2019).

4.2 Fighting games

Fighting games are sub-genre of action games in which a player typically controls one of the duelling avatars with the goal of knocking out the other one. To distinguish fighting games from other action games and beat-'em-ups there are other specific features. The specific features, as Identified by Harper (2013) are:

- *Being focused on martial arts-based one-on-one combat, mostly melee.*
- *Including standard attacks and moves that are common among the characters and an additional number of special ones specific to each character.*
- *Displaying the parameters of the match graphically on the screen.*
- *Being competitive games that is, focusing on winning over the opposing character.*
- *Allowing for multiplayer competition.*
- *The gameplay is based on real-time action (i.e. not turn-based gameplay).*
- *The focus of the outcome of the match must be winning or losing (no matter if barely or by dominating – if this is a factor, it must be minor) (Harper 2013, according to Mittiassi 2019).*

The first game is considered to be fighting game and served as a foundation for the genre is Heavyweight Champ, published in 1976 by SEGA. (Gamefaqs 2021). The most best-selling fighting games franchises are Tekken (Bandai Namco Entertainment; 53.5 million in sales) Street fighter (Capcom; 47 million in sales) and Mortal Kombat (NetherRealm studios; 73 million in sales) (Wikipedia 2021).



Figure 3. A screenshot from the game Street Fighter V. (Capcom, 2022)

4.3 Esports

eSport is about defeating other contestants in particular video game competitions organized by organizations in cooperation with corporations within the video game industry. A suitable game for eSports is delimited in time and space where players compete individually or in a team. Such competitions are conducted over the Internet or through Local Area Networks (LAN). Generally, most prestigious events are conducted in LAN, where computers are linked together in one building (Jonasson & Thiborg 2010, 288).

5 Event organizers' perceptions and remarks from "Install"

5.1 Event concept

Install is presented as grassroots event for Finnish fighting-game community. Since the community is rather small and still not as prominent as in regions such as Asia and North America. The purpose is to provide an opportunity to socialize and relax, while also being able to compete in tournaments for available games. While fighting-game events always start as niche events for specific audience with unorthodox components, they may evolve into traditional events due to developers assisting the events and the sporting activity becoming time-honored. If some players wish to organize a smaller tournament for a retro or niche fighting game that is not a part of the main disciplines, the organizers are happy to allow it in their events. Thus, providing ground for smaller communities to reach new people and people to try something new. The association is non-profit and work on events is treated like a hobby by the members.

The audience of the event is individuals interested in fighting-games, both in terms of competing and as recreation activity. However, not every fighting game is available to play meaning some individuals might not be interested if an older niche game is not there. Yet, organizers aim to provide all the popular titles as main disciplines, as many side tournaments as possible that depend on available resources and interest. Most of the visitors are domestic tourist and minority of visitors are international tourists. Generally, they have either visited the event before, heard about it from friends or watched the livestream and measured the attractiveness of the event through it. Livestream of the event in English to attract foreigners and show the event for anyone who is interested around the world. As large majority of Finns understand English, especially the fighting-game enthusiasts, it does not affect in any negative way.

The duration of the event is three days starting from Friday afternoon and ending in the evening of Sunday. Main tournaments are played on Saturday and finals are conducted on Sunday. This ensures that most people would be able to visit since they are most likely having days-off from work in the weekend. The event venue is closed for the night. The chosen season is autumn because organizers want to have a yearly event and there are no event conflicts. That also allows attendees to schedule their holidays to have more time in Helsinki. Such event does not depend on the weather; however, individuals are more inclined to play video games indoors during cold weather.

The location of the event is Helsinki. The organizers believe that if the event is to be considered the biggest in Finland, it should be in the capital of the country. Such location is

beneficial for both foreign and local attendees due to better transportation routes to the event and variety of local attractions. Venue itself needs to have a stage, sound and light systems, and stuff that could help with the technical matters. But most importantly, it should have larger space than of a previous event. Organizers are confident that there would more attendees than last year but hard to predict how much more. During 2019, the venue capacity was reached, and it felt too crowded.

However, it requires hard work to find the best venue due to prices being higher because is in Helsinki and venues being booked in advance. Venue hunting comes down to starting early, searching for venues online, contacting the owners, visiting the locations, discussion between organizers and signing the contract. This one of the most important and difficult questions in the event initiation phase for the association, as a result it shapes all the other aspects of the event.

The concept of the event is a public event with large tournaments that attendees enter and compete, all while being able to socialize and relax. It is also possible to buy a spectator ticket or ticket to play without competing. The theme and the event logos are in street art style and change each year, which symbolizes that their events evolve and refuse to stagnate. The events are also designed to be professional even though the work done is voluntary and a hobby for members of the team. As both main organizers stated: "To appear professional, you have to work like a professional". Thanks to that mentality and careful and gradual growth, the organizers created the largest fighting-game event in Finland.

One of the main organizers jokingly said that serving alcohol could be one of the traditions, because it enforces the goal of socializing and having a great time rather than pure competition. However, it could be sacrificed to achieve next tradition which is growing in scale and professionalism if other venue is more spacious etc.. It can be concluded that improving each year and trying new things could be considered as event traditions.

For event concept to be successful, all its part needs to synergize with each other and be realistic to deliver with available resources. If the concept is new, it is crucial to start aim low and go slow. Alternatively, if the concept is proven to work before, it can be used again with changes to problematic areas and increasing the size and quality of the event which is the case with Helsinki FGC RY.

5.1.1 Vision and mission statements

Vision of Helsinki FGC RY is to keep growing and make Install an equal peer to other European events like Headstomper, Revo, UFA etc.. Established talent in e-sports is already present in Finland (Dota 2, CS:GO, Starcraft 2) but, after all, fighting games need large

tournaments and high-level offline competition in order for the players to get wider visibility and more sponsors. They want to make Install a steppingstone for Finnish talent in fighting games and provide inspiration and enthusiasm to new players. All the profit is directed toward improving the Finnish fighting game community. Their mission is to constantly search brands and sponsors to collaborate with them to keep Install growing with each event. Also, their aim to collaborate with game companies to include Install as a part of their tournament tours, as a result increasing foreign player's motivation to visit the event.

5.1.2 Goal and objectives

Consistent goals of the events organized by Helsinki FGC RY are getting more people involved (both sponsors and volunteers), lowering workload of each volunteer, refining the production process to reduce stress and aiming for better event each time. All the profit is directed toward improving the Finnish fighting game community and savings for unexpected. Helsinki FGC RY chairman states the following as objectives of the events: matching and surpassing previous event's visitor and viewer numbers, higher level of satisfaction of all stakeholders, finishing the event without a financial loss.

5.2 Planning process phase

Events are planned at least 9 to 6 months before the event' date as whole event process takes around 900 working hours from approximately 15 people. There are many tasks needed to before the event and they are grouped by each aspect of the event. Main task groups are:

- venue planning – choosing the venue, creating a floor plan, placement of equipment and overall design
- sponsor and contract management – negotiating with sponsors and managing contracts
- marketing – event promotion
- finances – managing the budget, calculating the prices, ordering trophies and merchandise
- human resource management – managing the project and shifts-list, requiring volunteers
- tournament management – deciding which games would have tournaments and who will manage each of them, creating tournament schedule, seeding the players

- stream management – creating the layout and design of the stream, management of stream and stream's commentary for each event during the event days
- set-up and shutdown – deciding how the set-up and shutdown the event
- evaluation – designing the survey, evaluation of the event

Most of the preparation work is done by two main organizers. Organization's chairman manages the external work (sponsor and contract management and marketing) while co-organizer manages the internal tasks (human resources and project management). Tasks such as selecting the venue, choosing tournament games, set-up and shutdown plans, and finances are done collectively by main organizers.

The sequence of implementation of tasks is necessary since some aspects need to be done as soon as possible or correlate with several tasks. Venue and sponsors management is scheduled first as those tasks take the longest to complete and have a large effect on the event's success. How long does the venue search mostly depends on knowing someone who can suggest a suitable venue or manually searching the internet and visiting it. Organizers constantly negotiate with new and old sponsors, as they provide their products and important equipment like monitors, consoles, arcade cabinets and chairs.

Organization creates a responsibility chart, where you can see who works on what group of tasks which also includes the contact information of responsible people. Event equipment, brought by community members, is written in a separate document. A calendar with important dates and deadlines is created that everyone can see. The checklist is made later into the production and concerns what is left to do instead of all the tasks of the event. Operational plans are not written.

5.2.1 Risk assessment and management

Risks connected to venue and large gathering of people such as injury, theft and bad behaviour are managed by the venue staff and reduced by facilities. For instance, a venue with a cloakroom to reduce the risk of theft. Or to estimate the number of visitors, organizers started selling online tickets few weeks before the event and made a discount for early bird purchases as it is the most impactful risk. Risks were considered and managed during event planning and implementation without writing a separate document for risk management. Luckily, no major incident event process has occurred. Small technical problems were dealt with immediately by the managers and technical difficulties by venue staff. However, organizations aim to become more professional by raising the scale and quality of the event for participants and improve the preparation process. The number of possible risks increases,

and unforeseen risks will have stronger impact on the event going forward. As a result, risk assessment and management document would be a useful addition for event management.

5.3 Implementation process phase

The managers create a group chat with all the team members, where discussion channels related to different organization topics, voice-channels, checklists, deadlines and documents related to the event can be found. Furthermore, there are weekly fighting-game gatherings in Helsinki, where the team conducts a face-to-face meetings from time to time. The managers strive to have regular face-to-face meetings, however, since the work is unpaid, managers understand that it is unreasonable to expect that everyone would put as much energy and time into project and meetings as they do.

One of the main managers shared that were problems that needed to be fixed during preparation. For example, during the set-up day of the event, manager forgot that a new stream overlay design was not prepared beforehand. That manager started creating the design, finished it, then returned to set-up work. Other case was when the event gets bigger, managers realized that a stage manager is now required to manage the stage and program well. Similarly, during the set-up day, a stage manager was appointed and that improved the event quality greatly. Sometimes small tasks can be overlooked, or a great idea comes during implementation. Sadly, no matter how much time is spent on preparations, plans may need to be changed or some issues may arise during the implementation. Especially, since the organization's events goal is continuous increase in quality and size. Such issues became less prominent, and event's quality increased with each event conducted. "You learn by during", both managers said during the interview about different topics.

While the work-in-progress reports were not created in previous events yet creating such reports in the far future may be beneficial. Both for evaluating the implementation process compared to the previous one and showing the sponsors how the events is progressing to increase trust. Conversely, if the organization creates an online event, it might be unnecessary to create it because online events require much less work and have a lower risk of failure. Or if the full work-in-progress report does not provide enough insight to justify the time spend making it at the current scale of the event.

5.4 Shutdown phase

Management creates a list of equipment, checklist for shutdown phase. Plan states responsibilities during this phase. Shutdown starts in the evening after the event and continues the next day. There is a chance of losing equipment, thus during the event set-up, managers

mark it and keep records of equipment received. Yet, they made a mistake with not documenting all of the cables, which led to one of the places to assume that they have lost a single HDMI cable, despite that association never took it from the place. Which prompted organizers to record smaller things as well. Community's equipment like consoles receive pre-made paper describing whose it is and what games it has. When owner leaves the event, he or she takes his or her console back.

After the tournaments are over approximately at 21:30, organizing team takes a group photo, then starts searching for lost items, returns the venue to original form, and begin counting and sorting the equipment for delivery the next day. In the morning, the goods are placed in a pickup truck and rental van and delivered back to sponsors. During last event this task took 10 hours and total number of kilometres driven was around 150. Managers noted that this process would be improved if more people would be delegated to this phase.

Lastly, managers start the project closure. Billing and invoices are controlled by one person, that person manages bookkeeping and report to organizers. Managers pay the bills, write thank you emails for partners and start the evaluation process.

5.5 Evaluation

The host organization wants to evaluate as such as possible and customer feedback is a priority. Did the event achieve the objectives such as better-quality event, better event management, increased number of attendees and viewers, and what are the opinions about the event? The data is divided into subgroups: Attendance and tournament entries, customer feedback and satisfaction, number of unique and peak viewers of the stream, event management.

To evaluate the management process of the event, organizers check how well did the checklists were completed, how well the deadlines were met, was there any problems during the actual event, and ask for feedback from team members. To learn number of attendees the organization counts how many entry and individual tournament participation tickets were sold on the event date. The data about streams unique and peak viewers for each of the 3 channels is collected from the statistics page on the streaming web-site. Next, to collect the attendee's opinions, organization creates a Google docs questionnaire and posts the link to it on social media after the event for attendees to fill. Most of the questions in questionnaire are closed questions which ask to rate from 0 to 5 the aspects of the event. Specifically, venue, tournaments, event, and stream experience. Open questions ask from respondent about his/her most liked aspect and what can be improved in the future.

Through the years the questioner was improved and now it is in a refined state with a good balance between open and closed questions.

After the data is collected, one of the managers starts the analyse and interpretation process. The data is compared to event objectives and data from previous events. Google surveys show the frequencies of positive and negative ratings on each closed question. However, open question in the end of the survey needs to be reviewed manually, categorized, and calculated. The categories largely same as event's aspects asked about in closed question in the case of most liked thing and what can be improved. However, sometimes new categories are added if there are enough respondents pointing them out. For instance, if a lot of participants wrote that commentary was the thing, they liked the most or could be improved, commentary category would be created.

The report is created for main stakeholders (organizers themselves and sponsors) in a form of presentation using both narrative and record functions. It stylized in the same way as event's visual design, has photos from the events, narrative about the growth of the event, nationalities of the attendees, venues, has mission and vision statement, but most importantly, it has new statistics about recent event's attendance, stream views and results. These numbers are compared to the previous events in an easy-to-understand graph. If the future event will have around 100 survey responses, organizers plan to include more information about research methods and quotes from respondents. Qualitative data about events management is not included in the presentation, it is analyzed by organizations without a formal report.

Last, organization disseminates the report to current sponsors. Since the game companies, who supported the event and made it part of the tournament tours, are foreign, organization also creates an English version of the report. Later, this report will be updated with the information about organization's upcoming event and will be used in negotiations with new and old stakeholders.

5.6 Guidebook

A guidebook with recommendations and templates can be proven useful in the future for organizing future events. One of the organizers have considered creating a protocol himself to improve the quality of production process and this guidebook might serve as a foundation for it. Topics are chosen based on the areas that need improvement. The structure of the guidebook is as follows:

- concept creation template

- mission and vision statement template
- goals and objectives template
- planning phase, project management tools and event schedule tool Gantt chart
- risk assessment and management with a template of risk register
- implementation phase
- shutdown phase
- evaluation process planning template and implementation

There are practical instructions and information written for each topic.

6 Summary and discussion

The author decided to create a guidebook for planning a fighting-game Esports event for local non-profit organization Helsinki FGC RY. Planning is a crucial part in event process and could always be improved as stated by organizers. One of possibilities is to refer to a document during planning. The aim of the thesis is to improve the event production process by creating a unified written document about event process phases that are considered during planning, examining what is a successful even concept for a fighting-game event and introducing the organization to new project management techniques and practical recommendations that can be useful to them in future events.

The thesis has been made by using qualitative research methods, namely semi-structured interviews with two main organizers about their organizing experience. By interviewing them about their extensive practical knowledge of event concept, event planning phases and possible improvement to an event process a thesis report with an attached guidebook was created.

The most crucial aspect is to have a robust concept and constantly update the objectives and goals for each event. Without a unique experience provided by event, attendees would not come to the event regardless of other aspects even if they are done well. Additionally, without goals, objectives, mission and vision, the event would stagnate and stay small. Helsinki FGC association's managers always want to provide a venue for fans of fighting-games to play, compete and socialize. Gradually, aiming for bigger scale and striving to improve each aspect of the event.

First, planning is important because work needs to be broken down, responsibilities assigned, and deadlines set to deliver the event. Secondly, plans need to be implemented, monitored, and corrected using project management tools following the schedule. Thirdly, creation of written plans about shutdown, speed up the process, reduce the workload and risks connected to event closure. Forth, managers need to create a plan for evaluation during planning, because evaluation needs to have a purpose and focus. In conclusion, organizers are now better informed regarding the event planning as some concepts and project management tools were new to them. The guidebook will be used when creating future events.

This guidebook, theoretical and empirical data presented in this thesis can be used as reference for a project thesis in which a student organizes a fighting-game event or works as a volunteer in established events. Volunteers and team members are always needed because there many fighting-game events that lack hands. If the scale is small, there is no

cost of running the event because most important things such as equipment and venue can be rented for free with the help of community. Owing to the fact that, actual organizing skills and knowledge are used and can be gained when making an event related to fighting games.

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Appendix 1. Preliminary questionnaire for the semi-structured interview

Questionnaire for participants to introduce

- What is your name?
- What is your age?
- What is your experience with Esports, fighting-games and event organization?

Questionnaire about event concept

- What is the purpose of the event?
- For whom the event is created?
- What is considered when choosing the event date and event duration?
- How do you choose location the venue?
- What is the format and theme of the event?
- What is the event tradition or a distinguishable aspect?
- What is the vision and mission of Helsinki FGC RY?
- What are the objectives and goals you set for your events?
- What do you consider a successful event concept?

Questionnaire about planning process phase

- How many working hours did previous event take and how many people worked on it?
- What are the preparation tasks and how do you group them?
- Can tasks be completed independently of each other or there is a sequence of tasks?
- What organizing tools do you use during preparation?
- Do you create operational plans?

Questionnaire about risk assessment and management

- What are the risks when holding such an event?
- How do you manage such risks?
- Do you have a document for assessing and managing the risks?

Questionnaire about implementation phase

- How do you spread information and communicate within the team?
- How do you monitor and control the implementation of plans?
- Have you encountered any problems during preparation? How do you solve it? Did it require changing any plans?
- Have you created work-in-progress reports?

Questionnaire about evaluation phase

- What data do you choose to collect and evaluate?
- Do you have an existing data collection system?
- How do you analyse it?
- Do you create a report for others?
- Do you disseminate the report?

Questionnaire about guidebook and event process in general

- What are the key factors for event success?
- What can be improved in the event process?
- What information would be useful in a guidebook?

Appendix 2. Guidebook for the future events



Guidebook for Helsinki FGC RY events

LAB University of Applied Sciences
Bachelor of Tourism and Hospitality Management
2022
Sergey Kropachev

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1 Event concept

The creation of the concept for an event is the first and most important step in the event process since all the other steps and actions taken are done to fulfil the concept. There are 6 questions event organizers should answer about their event idea to create the concept.

Question	Answer
Purpose of the event?	Providing a venue for fighting-game players to compete and socialize. Improve in production and quality of previous event and grow the Finnish fighting game community.
For whom the event is created?	For everyone who is interested in current and old fighting games. For both casual and competitive Finnish and European players. Approximate age bracket is 18 to 40.
Duration of the event?	3 days from Friday to Sunday. In November/December. Date that is not overlapping with other large fighting-game events in Europe.
Location?	Helsinki, a large venue that is easy to travel to. Must have large premises, a stage, a large hall, audio system, includes security and technical service, has a cloakroom, has separate rooms, provides alcohol serving.
Event format?	A largest fighting-game tournament in Finland with a street art theme. Public, in-doors with an entry and tournament fee.
Event tradition?	Increasing size and quality of events, changing the visual design, having arcade cabinets and alcohol service in the venue.

Table 1. Event concept template

Practical advice:

- *The concept should be capable of achieving the purpose, be flexible enough for all stakeholders, and be realistic in terms of available resources.*
- *Consider what was the previous event concept. If the event was successful, only slight changes of concept might be needed. Primarily the goals and objectives of the event.*

- *The more specific the demographic profile, the easier it is to identify what will affect the visitors experience the most. To learn about what kind of visitors come to the event, a question about visitor's demographic profile needs to be included in the survey.*
- *As location is one of the most important factors, identification of criteria for the suitable event venue can ease the search process. To do it, create a checklist with all the essential premises and characteristics of desired venue first, then those write aspects that enhance the experience but are not essential. Fill the checklist for each venue, write the price and compare.*
- *Event's program and activities choice is guided by the event format, so they need to match visitor's taste and expectations. Event's theme can inspire ideas about event's program and design of the venue. Event's format proposal does not need to be static and can be refined during the event's preparation process.*
- *Event tradition is something that can be easily noticed and make the event unique. It can be explicitly stated to attendees or remain implicit. Many fighting-game tournaments have*

1.1 Vision and mission statement

Vision and mission statements add details about the event's purpose that can help stakeholders to better understand how and why event is made now and in the future. Vision statements reflect what organizers strive to achieve in long term by holding an event. Mission statement describes in general words what task event organizers choose to set for a particular event.

Statement	Explanation
Vision	Keep growing and make Install an equal peer to other European events like Headstomper, Revo, UFA etc.. Making Install a steppingstone for Finnish talent in fighting games and provide inspiration and enthusiasm to new players, thus, growing the Finnish fighting game community. Additionally, being a good platform for high-level players to get wider visibility and attract sponsors.
Mission	Returning with a larger offline event after last year online event. Providing a venue for fighting-game players to compete and socialize.

Table 2. Vision and mission statements template

Practical advice:

- *Vision statements reflect what organizers strive to achieve in long term by holding an event.*
- *Mission statement describes in general words what task event organizers choose to set for a particular event.*

1.2 Goals and objectives

Furthermore, to understand how successful the event was in fulfilling its purpose, goals and objectives need to be set before the event. Goals are an expansion of mission statement which specify in which direction organizers aim to move regarding creation and delivery of the event. Objectives describe progress towards event's goals using performance benchmarks with the intention of assessing the preparation process.

Goals	Objectives
<ul style="list-style-type: none"> • Getting more people involved regarding sponsors and volunteers. • Lowering workload of each volunteer by refining the production process. • Aiming for better event each time. • Helping fighting games becoming more popular as an Esports. • Changing and improving the visual design. 	<ul style="list-style-type: none"> • Increasing the size of the team with more volunteers. • Improving the production process compared to the previous event. Making the event faster. • Ending the event without a financial loss. • Reaching as many or more visitors and viewers compared to 2019. • Higher level of satisfaction of attendees. Measured by improved survey.

Table 3. Goals and objectives table template

Practical advice:

- *To form objectives more accurately acronym SMART is used. Objectives should be: specific (aimed at goals of the event), measurable (be quantifiable if possible), agreeable (agreed on by those responsible for achieving them), realistic (are possible with event's available resources), time specific (to be accomplished before chosen date) (Allen et al. 2011, 106).*

2 Planning phase

After the event concept is created, it is important to identify what needs to be done, by who and by what time. Firstly, list all the tasks that would need to be done to deliver and shut-down the event, group them with appropriate headings and write them in a hierarchical order to create work breakdown structure. This will ensure that all required tasks can be clearly seen independently for each area and how they combine with other tasks. Second, consider who from your team would be responsible for each task and create deadlines. Thirdly, create a schedule for completing these tasks that is logical and does not have conflicts. A Gantt chart can represent all of these steps and is simple to follow and correct.

Heading	Work breakdown structure	START date	END date	in charge	1.6	15.6	15.7	15.8	15.9	15.10	15.11	29.11	30.11	1.12	2.12	4.12	5.12	15.12	15.1
Venue	Search	15.6	15.7	Managers				▲	Event announcement				Set-up	▲			▲	Shutdown	
	Choice	15.7	31.7	Managers															
Planning	Sponsor management	16.7	15.11	Manager A															
	Creation of plans	15.7	31.7	Managers															
Implementation	Plan monitoring and correction	15.8	29.11	Manager A															
Risk management	Register creation	1.6	14.6	Manager B															
	Register update	15.7	15.11	Manager B															
Marketing	Marketing plan	15.6	15.7	Manager A															
	Announcement	15.9	15.9	Manager A															
	Promotion	15.9	2.12	Manager A															
Program	Tournament schedule	1.8	15.8	Person C															
	Tournament organizers shift-list	15.10	15.11	Person C															
	Tournament management	2.12	4.12	Tournament Organizers															
Stream	Visuals and design	15.8	15.9	Manager A															
	Stream and commentary planning	30.9	15.11	Person A															
	Stream and Commentary work	2.12	4.12	Person A, Person															
Set-up	Venue	1.10	16.11	Managers, Persons L,K															
	Equipment	2.10	17.11	Person O, P, R															
Shutdown	Equipment	3.10	18.11	Person O, P, R															
	Venue	4.10	19.11	Person I															
	Bills	5.10	20.11	Person X															
Evaluation	Evaluation plan	15.8	15.8	Manager B															
	Evaluation implementation	2.12	15.12	Manager B															
	Evaluation results	15.12	15.1	Manager B															

Figure 1. Sample Gantt chart template.

Practical advice:

- Create plans to fulfil the objectives, goals, mission and vision.
- At this phase, plans are considered baseline plans and need to be corrected during implementation if the need arises. After a plan is refined, most of its parts can be used in future events.
- Consider what separate documents should be made during this process.

2.1 Risk management

As the event grows the need for risk assessment and management document also increases. To avoid risks it is important to identify and evaluate them. Fill the risk assessment

table after completing the event concept with as many possible risks even if they seem insignificant or highly unlikely at first. Add new risks as they appear in discussions or in thoughts. This will ensure that the event goes smoothly because possible incidents are either taken care of or will be taken care of as soon as they occur.

Risk	Likelihood	Impact	Responsible person	Preventing the risk / reducing its impact
Appointed commentator/ streamer is absent	2/10	5/10	Manager B	Prepare a list of trusted volunteers who can take the role, if needed.
Theft	1/10	2/10		A venue with a coat storage and security service was rented.
Event conducted at a profit loss due to low participation	3/10	8/10	Managers	Create an early bird offer. Close the registration few weeks before the event. Use the same price as the last event. Apply for city's event grants. Prepare emergency funds for current and future events.
A commentator breaks streaming platforms rules	1-2/10	8/10	Person B	Prepare separate guidelines and tips for commentators / Appoint reliable commentators.
Lost equipment	2/10	5/10	Manager A	Document all the equipment received from each sponsor/attendee. Especially the cables or other accessories.
...
Past mistakes				

A stage manager was not appointed before starting 2019 event.		1/10	Manager A	Add stage manager responsibility for next event's responsibility document.
The stream design was not prepared before the event.		4/10	Manager B	Remember to write this task in the plans.
...

Table 4. Sample risk register template

Practical advice:

- *The likelihood and impact scale represents 1 as very low and 10 as very high.*
- *At first glance, some risk may be so unlikely or create such a small impact that additional measures or responsible person might be unnecessary, however, it is useful to still write it and review it. Add new risks as they appear in discussions or thoughts.*
- *Some risks can have such a high impact or likelihood that it can ruin the event's experience. In that case, it is crucial to write a plan and assign a person to monitor the risk.*
- *Ask everyone from your team about what possible risks they think could happen or they saw in other fighting-game events. Someone might have perspective or experience that would be useful note.*
- *If there was an incident that happened during the event, write a note about it, add it to the risk management document and analyze it after. It can be something that might become a problem as event grows.*

3 Implementation phase.

Next, the plans and event schedule need to be followed and constantly corrected to reality to deliver a successful event. Most common ways to notice errors is through meetings, using project management tools like checklist, calendar with deadlines, or the review of event schedule created during preparation phase. During planning decide which tools to use to monitor the production process.

Practical advice:

- *To improve meetings there are things that can would need to be done before it and during the meeting. Before the meeting, consider if it is necessary, write an agenda, write a start and end time in a paper. During meeting, cover important things first, summarize each topic with a conclusion and assign clear responsibilities after it.*
- *By filling the Gantt chart after each task is completed, it would be easy to see if something is missing and needs correction.*
- *To create a work in progress report, a snapshot of current Gantt chart should be taken and analyzed. Write what needed to be changed or if things are going according to the plan, use the risk register to mark solved risks or write that new risk have been identified.*

4 Shutdown

After the event is over, the venue needs to be returned to the pre-event state and equipment needs to be returned. The tasks are the same as during set-up, but in backward order. By creating a detailed plan beforehand this task takes less time, and the chances of incidents reduce. Work breakdown structure, task/responsibility list, schedule and risks register can be part of the plan.

Name(s)	Responsibility / Time
Person A, Person B	Unplugging consoles and storing them / 4.12 20.00
Person C	Taking the chairs
Person D, Person B	

Table 5. Sample task/responsibility list template.

Practical advice:

- *Decide how many people are needed to do these tasks and what equipment they might need for that. Additionally, it is possible to work on some tasks at the same time if they are identified and managers supervise the process. Start with small items, equipment needs to be collected and stored or returned to the owners. Each item should be written down to reduce the risk of loss. After the close-down, to ensure that the venue facilities are returned to its regular state, photos before the event should be taken.*
- *A more detailed Gantt chart can be created for this part specifically as this part requires task analysis and breaking the work into tasks that need to be completed in order.*
- *There are specific risks associated with shutdown, thus a separate risk register can be useful to avoid prevent them.*

5 Evaluation.

For event organizers to learn about the event result's and how to develop the event in the future, each event needs to be evaluated. Thus, after setting the objectives and goals during the concept phase, management needs to plan and recognise what event data is needed, how to collect it, how to analyse it, how to create a report and decide how dissemination of report will be done.

Stage of evaluation	Content
Planning and identification of event data required	Host group is interested in number of attendees, attendee's level of satisfaction with the event, how well the stream went and did the event process improve. Data groups: event's attendance, attendee's level of satisfaction, stream statistics and event process.
Data collection	Ticket sales show the number of attendees. Level of satisfaction can be indicated by responses in the feedback survey. Statistics about event's stream can be received from the streaming platform. Manager's direct observations, number of achieved objectives, team member's feedback and debriefing session would describe how event process went.
Data analysis	Analysis of survey by calculating the frequencies of negative and positive responses to closed questions and open questions (after categorization). Comparing current attendance numbers and stream statistics to previous ones. Analysis of events process achievements and failures.
Reporting	Report is intended for hosts and main sponsors. Done in a form of presentation. Includes graphs with comparisons and text regarding event's history, new achievements, and goals. Possible inclusion of survey results. Separate report for event process in a form of document.
Dissemination	Creation of presentation in English. Dissemination of presentation report to relevant sponsors through e-mail.

Table 6. Sample event evaluation template.

Practical advice:

- Decide what is the purpose of evaluation and what data needs to be collected. Consider for whom the evaluation is conducted as each stakeholder is interested in different sets of data. Based on the answers, create data groups for convenience. For example, funding bodies might require financial statements and the report on outcomes of the event. Is previous degree of evaluation sufficient or more data is needed?
- Next, consider how that data will be collected. There are various sources and ways to extract data, however they need to be chosen beforehand. For instance, if other team-members would also focus on event process evaluation, they would need to be prepared to do so. Guidance, forms, or checklists would improve their feedback.
- Also, next survey could include questions about demographic profile of respondent. This can help to better understand for whom the event is created.
- Data is analysed in a way that is suitable to the data collection method. If surveys were used, open questions need to be coded and calculated with closed questions to identify frequencies of positive and negative opinions etc... Regardless of methods used, data needs to be compared to event's objectives and to previous events.
- For whom the report is created? This affects the choice of writing style, presentation and number of details and topics included. If there are distinctive recipients, multiple versions can be made, yet with a same core information. To avoid being too subjective in narrative part of the report, use relevant data like photos, attendee's quotes, media. For recording part to be easy to read, use graphs and tables.
- Last, consider how the report will be disseminated to stakeholders if there is need for additional formats. Is it face-to-face or online? For host organization it is an important closure and for sponsors may initiate a discussion for further involvement in future events.