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Business plan for the event industry as a sole trader

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Abstract

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<p>This is a product-based thesis for the Haaga-Helia Bachelor's Degree Programme in Hospitality, Tourism and Experience Management. The objective of this thesis is to create a business plan in the event industry as a sole trader which the author could be used later in the future.</p> <p>This thesis is divided into five different chapters. It starts with an introduction and continues to the theoretical framework. The theoretical part consists of previous literature about entrepreneurship, sole trader as a firm of entrepreneurship, and the business plan process. Business Model Canva is also studied as part of the author's business plan. The theoretical part consists of the author's own framework from the elements of traditional business plan they will be using on their own business plan.</p> <p>The third chapter is about methodology. A qualitative method was used as a research method. As a data collection tool, five entrepreneurs were interviewed with a theme interview. The entrepreneurs are working in the event industry and the main goal was to gain more knowledge about entrepreneurship and business plan. After the data collection, the outcomes of the interviews were analysed with content analysis.</p> <p>In the fourth chapter project management is introduced, its plan including the weekly plan, limitations, risks and evaluation.</p> <p>The fifth and last chapter is discussion where the thesis process and learning outcomes are presented.</p> <p>This thesis was written in the spring of 2023 starting in March and ended in May 2023. The author had a strict weekly plan, which changed a bit during the process.</p> <p>The business plan was made from the theoretical framework combined with the research method outcomes. The business plan is a modern business plan with the author's own framework. Canva has been used to create the business plan more visual. As the business is not about to start yet, the business plan has some limitation, and the financial side are not added to the plan. The business plan has been made easily changeable later when starting the business comes temporal.</p>
Key words Entrepreneurship, sole trader, business plan

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1 Introduction

This thesis is a product-oriented thesis, and its main subject is an entrepreneurship. The product is a business plan as a sole trader in event industry to the author itself.

The idea for this business has been in the author's mind the past years. Due to a personal interest and work experience in event industry the author became interested of the idea to become an entrepreneur in event industry as a sole trader. The author has been working in the industry for years full/part-time. The employment has been traditional employment with tax card but being entrepreneur has had the author's interest.

This thesis consists of the theoretical background of entrepreneurship, ways of being entrepreneur concentrated to sole trader and practical information how to start a company in Finland. Small business, marketing analysis and the traditional business plan including business model canvas are also part of the theoretical background. From the traditional business plan the author has chosen the most suitable parts and made the framework from her own for the final product-business plan.

After the theoretical background thesis goes through the methodology where the method is presented and the analysis and outcomes of them. Next chapter is project management where the project is analysed, and evaluation of the project is gone through. After the project management there is discussion of the thesis process and learning outcomes. In the last part references and appendices including the product of business plan can be found.

The expected results are a business plan which can be used in real life in the near future.

The thesis process started in the March 2023 and finished in May 2023 in eight-week time. To accomplish this on time the author made weekly schedule to herself to help her time management.

1.1 Aims and objectives

The aim of this thesis is to create successful business plan for use in the future. The objective is to be able to make a business plan of the final product of this thesis. That would be beneficial to the author's own career.

The authors objectives are to find and identify the current customs of doing business plans and ways of being entrepreneur and choose the most suitable ones for the product of the business plan.

One of the author objectives is developing her own project management-skills. The author chose to make the thesis and the final product- business plan inside strict schedule and with that she is aiming to learn more about project management and developing her skills. These project management skills are going to be useful tool in the author's career.

1.2 Method in brief

This thesis is a product-oriented thesis. The research method is qualitative method and as data collection tool the author had semi-structured interviews with five entrepreneurs whose are working in the event industry. The legal firm of entrepreneurship were free.

The reason that the author chose qualitative method was her aim to collect information, gain knowledge and tips of the start of their entrepreneur journey. From the interview outcomes the author made a content analysis with coding.

1.3 Key definitions

The author chose to start defining the key concepts with an **entrepreneurship**. Entrepreneurship is defined of way of living and usually starts with a business idea (Suomen uusyrityskeskukset ry 2011). The business idea can be a product or service (Storey & Greene 2010, 18). The business idea is planned to be profitable and the entrepreneur behind the business should identify the risks. (Suomen uusyrityskeskukset ry 2011).

Sole trader is a one firm of being an entrepreneur who is making the business by themselves. Sole trader is most suitable firm of being entrepreneur if the business is small. Being a sole trader is second largest firm of being an entrepreneur in Finland. (Yrittäjät, s.a.)

The business the author is planning is **small business**. **Small business** has many definitions, but it is frequently defined as business, which is owned by one or few individuals, is small comparing to the level of what the industry offers and is usually locally held (Byrd & Megginson 2009, 8-9). According to European Commission (s.a.) the European Union uses the term SME, small and Medium Sized Enterprises. This is classified with the head of staff and turnovers inside the company (European Commission, s.a).

Business plan is opened plan for the entrepreneur business idea. The plan should include the explanation of the business- service or product, market analysis and the goals of the business

short/long-term. Besides these there should have a plan how them are going to achieved. The **business plan** is not necessary, and many of the entrepreneurs start their business without their **business plan**. One benefit of making a **business plan** is the confident you may achieve for starting after resourcing the subject more. (Barrow, Barrow & Brown 2012.)

Business Model Canvas is a practical tool for the entrepreneur placing the elements of their business in one visual form. **Business Model Canvas** includes nine different elements, key resources, key activities, key partners, value propositions, customer relationships, channels, customer segments, revenues and costs. (Bock & George 2018, 23.)

2 Entrepreneurship

The word entrepreneur comes from a French language – *entrepredre* and it can be translated “to undertake” (Kumar 2008, 33). To undertake reflects to an entrepreneurship well.

Entrepreneurship have been defined many ways and it has long history. Over 30 years ago according to Drucker (1985, in Storey & Green 2010, 22-23) entrepreneurship is a conduct of the innovation which require resources with new potential of wealthiness. Morris (1998, in Storey & Green 2010, 22-23) defined 25 years ago entrepreneurship being the process by individuals and teams creating resources make use of opportunities in the environment as result possible outcomes being new products, processes, services and technologies. In the early 2000s Suomen Uusyrityskeskukset ry (2001, 50) defined an entrepreneur as an individual who creates the business by themselves or together with other individuals. The main objective for the entrepreneur is to create the possible business profitable whilst being subject to several changes. (Suomen Uusyrityskeskukset ry 2011, 50.) A typical entrepreneur is described adjectives as brave, purposeful, innovative and hard-working (Komsa 2022, 16).

Entrepreneurship has its benefits, such as allowing individuals to work on what they're interested in, be creative, build networks, and earn more money. These benefits motivate many individuals to choose entrepreneurship as their career path. Entrepreneurship offers autonomy, giving individuals the freedom to work on their own schedules and go towards their goals. It also encourages creativity, allowing entrepreneurs to come up with innovative solutions and be creative. Networking is another advantage of entrepreneurship, as entrepreneurs can build relationships with other professionals in their industry, which can provide valuable resources, support, and collaboration opportunities. (Rissanen 2021, 122.)

Decision of starting an entrepreneurship can be from various reasons. The inspiration towards business can appear from previous work experience, personal leisure interests, education or creating product or service what the market is missing. Typically, the reason is one of these four aspects. (Abrams & Barrow 2008, 2.) According to Komsa (2022, 20) a good business idea satisfies a need, solves a problem or makes the everyday life a bit easier. Often these ideas come from an individual's previous job and hobbies (Komsa 2022, 19). A new entrepreneur should be well-known of the industry before starting their business (Suomen Uusyrityskeskukset ry 2011, 5).

According to Komsa (2022, 25), instead of creating a new business idea, the new entrepreneur can also think about the option of buying a company which is already existing. This way of being entrepreneur does not need to spend that much of their resources of making the product or service. Buying an existing company is not that risky. (Komsa 2022, 25.)

Values of the entrepreneur is important part of the entrepreneurship. The entrepreneur needs to think what kind of entrepreneur they want to be. Values of the company often comes from the entrepreneur themselves and they brand the business from their own values and objectives. The entrepreneur could think and decide of the values from different aspects. How the business makes profit, how the industry works and whose are the customers of the customers. It would be important to think the idea of the actions and about the product or service what they are selling. Besides these knowing the own role and how to lead the business are important. (Pyykkö, 2011, 69-79.)

In the following chapters the author will be talking about small business and sole trader as the author is choosing to start a small business and is choosing sole trader as their legal form of entrepreneurship. Following these chapters, the author will be discussing about traditional business plan and market analysis as the authors will be doing a business plan as her product. After these follows Business Model Canvas as the author is planning to use it one as one her tool. In the last part the author will be talking about her own framework for the business plan.

2.1 Small business

Bolton defined in his report that definition to a small business is that the small business had to:

- "be owned and managed by the same individual(s);
- be legally independent; and
- have a small share of the marketplace." (Storey & Greene 2010, 32.)

According to European union, the standard definition to small businesses is the term SMEs, which is the definition of small business in European Union. SME is definition of small and medium-sizes enterprises. The sub-categories from SME are divided to micro, small and medium sized businesses. The categories are by the headcount of the business, turnover and assets. When the headcount is >10 individual and the turnover is >2 million €, the business can define itself as micro business. Headcount being from 10 to 49 and turnover <10 million €, the business is small. Having more than 50 employees but not more than 250 and the turnover being <50 million €, the company definition is medium-sized enterprises. (European Commission, s.a.)

According to Byrd and Megginson (2009, pp. 15-19), the reasons for individuals starting small businesses can be classified into two categories: satisfying personal objectives and achieving business objectives. These objectives differ in nature between small and larger firms. Personal objectives for small business owners include achieving independence, obtaining additional income, helping their families, and providing products that are not available elsewhere.

On the other hand, achieving business objectives are more closely related to the operation and growth of the business itself, and are often interdependent. These objectives include the service objective, whereby the entrepreneur sells profitable products or services to customers, the profit objective, which involves generating financial gain through the business, the social objective, whereby the entrepreneur helps others, such as customers or the community, and the growth objective, which involves expanding the business over time. (Byrd & Megginson 2009, 15-19.)

In the next chapter the author will be talking about sole trader as the author is planning to start their company and is choosing sole trader as their right legal form of her entrepreneurship.

2.1.1 Sole trader

When starting a company, the right legal form needs to be decided. According to Kyläkallio (2009, 65) the right form should be chosen carefully and meeting the needs of the entrepreneur.

Sole trader is an individual who starts and manages the business by themselves or with their spouse. Sole trading is often chosen as a beginning of the small business's entrepreneurs entrepreneurship journey. (Suomen Uusyrityskeskukset ry 2011, 24-25.) The form of the business is not obligatory, it can be changed later. According to Yrittäjät (s.a.), choosing sole trading for the legal firm of the business is the most suitable when the sole trader is selling their service and are only going to employ themselves.

Sole traders can work in a different industry field. Sole traders are working in a service field and as a construction worker. They can work as specialists in their own industry, as an example lawyers and consultants. A lot of the individuals in the business professionals are working as sole traders. (Komsu 2022, 12.) Sole trader can use it for their legal form of business for a shorter time and it does not need to be a certain extent, as an example Castrén mentioned restaurant stand in the exhibitions (Castrén 2008, 39).

The sole trader takes care of their business by their own, as from their financial side their as an example loans and other financial decisions. The firm's finance and the entrepreneurs own is still recommended to separate to simplify the bookkeeping. (Suomen Uusyrityskeskukset ry 2011, 24.)

Sole trader has some financial differences comparing to other firms of being an entrepreneur. The sole trader is allowed to have bookkeeping by single entry, if they have only one of these three terms.

- 1) The turnover of the company is over 200 000 euros.
- 2) The company's balance sheet is over 100 000 euros.
- 3) There are over three employees inside the company. (Komsi 2022, 44.)

The single bookkeeping includes incomes, expenses, rate of interest, taxes and the services or products own use. The account transactions are paid on a payment basis, and it is based on receipts which are dated and numerated. (Komsi 2022, 44.)

With the financials things, Komsi (2022. 43-44) recommends getting good accountants. This helps the entrepreneur with the questions and with the starts, but also gives more time to the entrepreneur to focus the business itself. (Komsi 2022, 43-44.) According to Yritä.fi (2023) it is possible for the sole trader to do their own bookkeeping, but they do not recommend it if the entrepreneur works fully as an entrepreneur.

Sole trading was the second biggest way of entrepreneurship in Finland in a beginning of the year 2022 with over 200 000 registered sole traders. According to Komsi (2022, 12) the sole trader as firm of being an entrepreneur is growing.

There are few practical things which you need to proceed when starting the business. When starting a company, the new sole trader needs to leave a notification to the trade register. In Finland there is possibility to leave to notification in two ways, digitally when it costs 60 euros or on the paper form when it costs 115 euros (Yrittäjät s.a.). With the notification the entrepreneur needs to announce the field of the business and choose the name of their company. This needs to be verified from the trade register. (Patentti ja rekisterihallitus 2022.) The name cannot be closed to the other company names and cannot be contrary to good manners (Järvensivu 2009, 371). In Finland for the sole traders the company name starts with the TMI where the type of the company is noticeable and then the entrepreneurs name of their decision. (Yrittäjät, s.a.) With the notification there is possibility to leave other two options for the company name (Patentti ja rekisterihallitus 2022). Typically, this process from leaving the notification until the registered is accepted takes from few days to few week Castrén 2008, 172).

According to Komsi (2022, 119) choosing the name is one the big decision in the beginning of the entrepreneurship journey. According to Barrow (2012, 17-18) the name of the company should be wisely decided. That is the way the new potential customers will mainly hear about you, so it will identify your business with what you do (Barrow 2012, 17-18). The name could be tested before and remember that the name is part of the company's brand. A good name is name which the potential customers could easily write and remember. An important aspect is to think is the industry recognizable from the name. (Komsi 2022, 119-120.)

When the right legal form of entrepreneurship is chosen, in the next part the author will be talking about the traditional business plan to understand more of the elements of her final product, the business plan.

2.2 Traditional business plan

Williams defined a business plan as an actual plan of the business managemental decisions towards the successful business. The business plan is used bigger corporations and smaller business and when planning both, profit and non-profit business. (Williams 2011, chapter 1)

According to Stutely (2002, s.a.), the business is never too small for not making a business plan and the same methods are suitable for bigger business as smaller, and it is recommended to every kind of form of enterprises. The business plan tells you where you are and where you are going and gives a platform for further development. (Stutely 2002, s.a.). According to Kleiner (2008, s.a.) the business plan is the most important tool for the entrepreneur in today's world and with the proper business plan the entrepreneur will be taken more seriously. The business plan will help the entrepreneur towards their objectives (Abrams & Barrow 2008, s.a.).

The business plan is made for the entrepreneur themselves but is usable tool for the potential investors and possible business partners (Suomen Uusyrityskeskukset ry 2011,10). According to Ilmoniemi (2009, 49-54), the business plan is made in principle for the entrepreneur themselves and is a tool for the entrepreneur for the daily business decisions and development.

In Finland the business plan is needed if the entrepreneur is applying for their start-up funds and when applying for a bank loan if the entrepreneur's financial capital comes from the bank (Suomen Uusyrityskeskukset ry 2011, 10). With a professional business plan the new entrepreneur can show the business's profitability and possibilities without financial statements (Komsu 2022, 128).

The traditional business plan is a comprehensive document that comprises of several sections. The first section provides fundamental information about the company and the entrepreneur who is running it. This section typically includes details such as the company name, its legal structure and the entrepreneur's background. The second section outlines the objectives of both the company and the entrepreneur. This is where the goals and targets of the business are articulated, such as sales targets, market share, and profitability goals. The entrepreneur's personal objectives, such as personal income goals, may also be included in this section. Following this, the business idea is presented along with an overview and description of the business environment, market, customers, and competitors. This section provides an analysis of the industry and the target market, as well as

a detailed description of the product or service being offered. The marketing plan is the next section, which outlines the strategies and tactics for promoting the business and its products or services to the target market. This section includes details on the marketing mix, such as pricing, product, promotion, and place. The production plan outlines the strategies and tactics for producing the product or service being offered by the business. This section provides information on the production process, such as the materials and equipment needed, as well as the production schedule and timelines. The economy and financial plan is the next section, which includes calculations related to the projected revenue, expenses, and profits of the business. This section also includes financial statements such as income statements, balance sheets, and cash flow statements. The plan also includes a risk analysis section, which identifies potential risks and challenges that the business may face and provides strategies for decrease these risks. In the last part there are development ideas for the future, pointing potential growth opportunities and strategies for expanding the business over time. (Rissanen 2021, 135-136.)

Researching is a part of making a business plan. Good sources looking for information is internet and official statics by governments and academics books and articles. There is no specific length for the business plan but according to the guidelines the business plan should be around 15-35 pages. (Abrams & Barrow 2008,18-27.)

According to Ilmoniemi (2009, 54), making the actual plan can take time. When making the plan, writing all the ideas would be ideal and after that edit the plan. In the plan forms of words, contents should be considered in the final version. Ilmoniemi (2009, 54) suggest giving the draft to the be read someone in the entrepreneur family or friend member to tell is the plan understandable. Contacting professional can provide good aspects and knowledge to your business plan (Ilmoniemi 2009, 54).

Thing as perfect business plan is not reachable, and the entrepreneur needs to remember that the plan can be changed and updated later. The changes might cause from many different factors from yourself, in the business field and how to the competitors react to the business. (Williams 2011, chapter 1.)

As mentioned before that in the business plan identifying the customers and the market are important part of the business plan (Abrams & Barrow 2008, 89), in the next chapter the author will be talking more of a market analysis and what it includes.

2.2.1 Market analysis

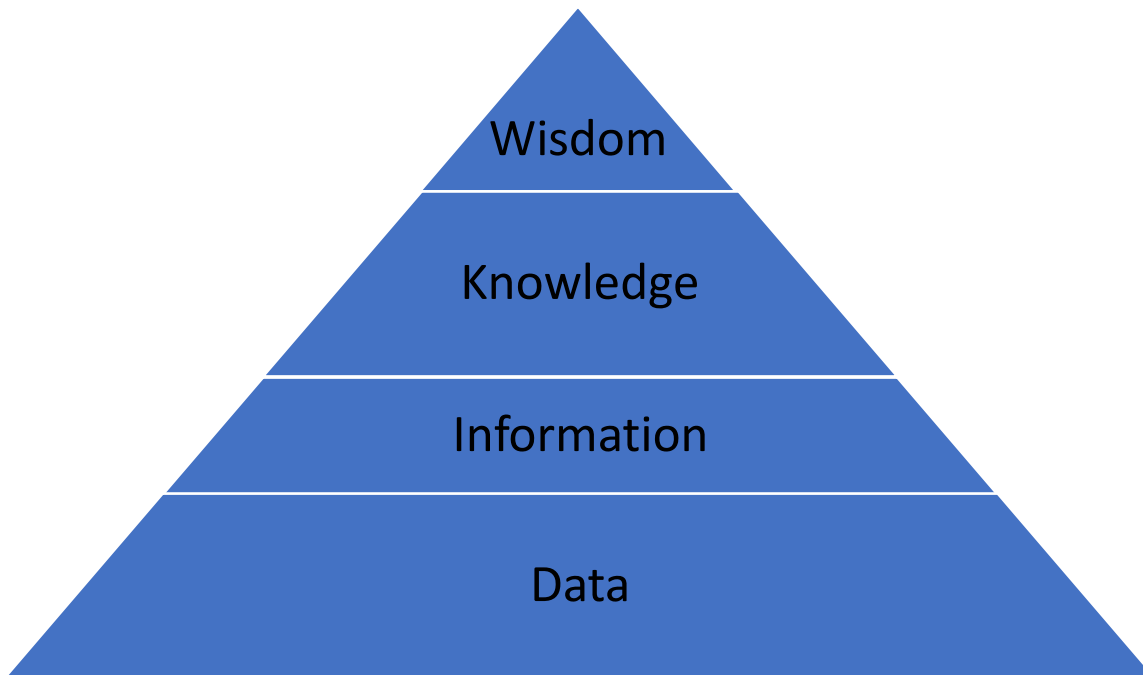
When the new entrepreneur is doing their business plan, one of the important parts of that is a market analysis. Market analysis makes the entrepreneur understand the market and the

customers better. To understand the potential customers better with market analysis can do changes to the product or service. (Abrams & Barrow 2008, 89.) According to Lotti (2001, 11) market analysis is a summary of a market at that time. The objective of a market analysis is to understand and help to make better decisions in the market. It describes the market itself, the organization and its environment and the market of the product and service, its own and the market overall including competitors. (Lotti 2001, 11.) The knowledge is collected from the market itself but also inside the company and these are analyzed together. (Lotti 2001, 21.)

Defining the potential customers, the entrepreneur can think how the customer spend their time, who do they trust and are they having some problems in their lives which could be fixed. Also, would be important to think what other possible products and services they are using and what are the others marketing in the industry. Answering these questions combining the knowledge and experience with the entrepreneur can lead to the useful market analysis. (Abrams & Barrow 2008, 93.)

When the potential customers are defined, the next part is to describe the market size and its trends. The market size should be found and not be too big or small. Too small of a market size can cause of lack of customers. In contrast of a small market size too big market size can lead too many competitors which are more financial stable than the new entrepreneur. To separate from the bigger companies, it may require an expensive marketing campaign which the new entrepreneur may not be able to afford due to financial constrains while starting up the business. (Abrams & Barrow 2008, 97.)

Understanding the trends and evaluating them in the industry is a part of market analysis. To understand these the entrepreneur can prepare themselves which are the things which can affect in their business in the coming years. (Abrams & Barrow 2008, 98.)



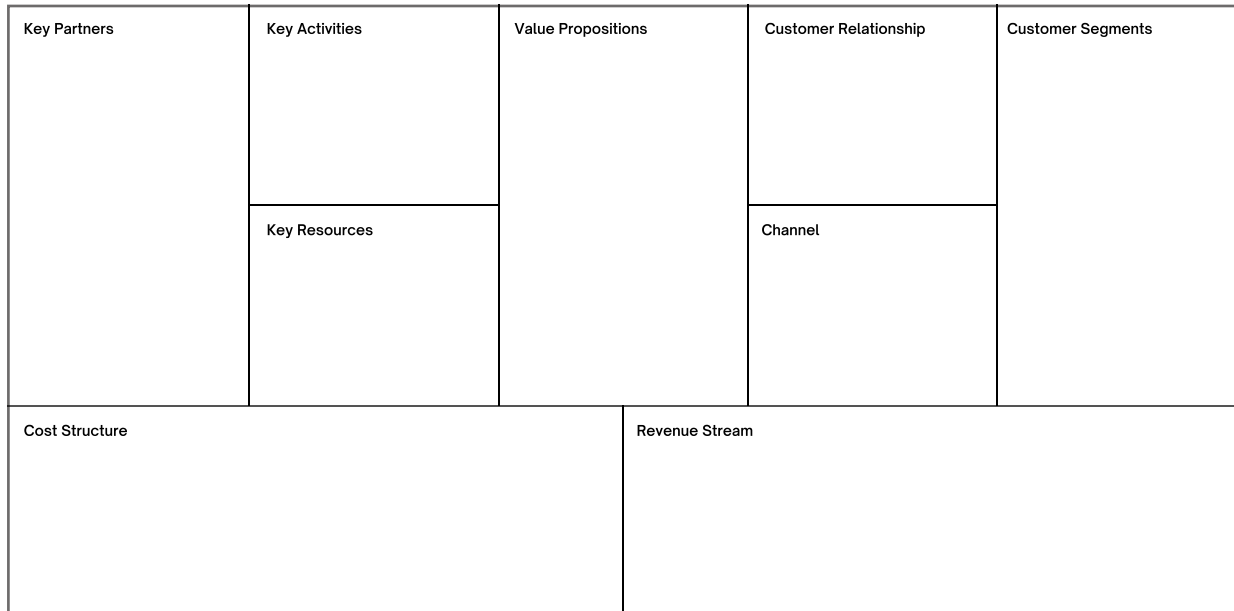
Picture 1. The hierarchy of knowledge (adapted from Lotti 2001, 18)

The figure shows what the ideal analysis elements are as a pyramid figure. The elements include data, information, knowledge and wisdom. The data is collected in the forms of studies, measurements and data warehouses. The information is accomplished when the collected data are mixed with the companies inside knowledge. When the information and data can be measured as models and these can be tested, the level knowledge of hierarchy rises to knowledge. On the top of wisdom can be approach when the professional is able to think further with selected measures and how it might affect. (Lotti 2001, 22-23.)

In the following chapter the author will be talking about Business Model Canvas and its elements.

2.2.2 Business Model Canvas

The Business Model Canvas is a tool for businesses created by Alexander Osterwalder. It has nine elements that help businesses think about their model, such as who their customers are, what they offer, how they make money, and how they manage costs. The Business Model Canvas helps businesses identify and visualize the different parts of their model, and how they fit together. This can help businesses improve their model by testing different scenarios and identifying areas for improvement. The Business Model Canvas is a useful tool for businesses to develop and improve their business model. (Bock & George 2018, 23.)



Picture 2. Business Model Canvas (adapted from Bock & George 2018, 148)

- Value proposition describes what the business is offering as a service or product. It involves identifying the unique features and benefits that the business provides to its customers and differentiates it from its competitors.
- Customer segments identifies the most important customers and potential ones. It is essential to identify the target audience to tailor the value proposition, marketing, and communication efforts.
- Customer relationships describes how the company builds a strong relationship between the customer and the company. It involves identifying the types of relationships that the business intends to develop with its customers, such as personal assistance or self-service.
- Channels lists the channels that customers ideally use to purchase the product or service. It involves identifying the most effective distribution and communication channels that allow customers to access the business's products and services.
- Key activities identifies the main activities that are critical to the business's success. It involves identifying the essential processes that the business must undertake to deliver its value proposition and satisfy its customers.

- Key resources identifies the resources that the business already has and which additional resources would bring more value to customers. It includes tangible assets such as machinery, technology, and human capital, as well as intangible assets.
- Key partners describes the most critical partners and why they are vital to the business. Identifying key partners is essential as it allows the business to leverage its partners' strengths and resources to create value for customers.
- Costs lists the biggest and most important costs of the business. It involves identifying the critical expenses such as salaries, rent, and marketing expenses.
- Revenue streams identifies what the customers are ready to buy. It involves identifying the sources of revenue that the business intends to generate, such as direct sales, subscriptions, or advertising. (Bock & George 2018, 150-166.)

When filling the form of Business Model Canvas, it is recommended to start with elements of customer relationships and customer segments (Bock & George 2018, 155).

In the next chapter the author will be describing her own framework and the elements which she will be using in her final product from the previous theories.

2.2.3 Authors own framework

The author has been researched business plan and chose the elements which she felt the most suitable ones for her the final product- business plan. In the following list the author has listed the theories and which elements she will be using from the theory in her product.

Author	Theory	Element	Usage
Osterwalder	Business Model Canvas	All	All elements would be applied in the product
Rissanen	Business plan	Description Business objectives Business idea Market overview Marketing Development & Growth opportunities	These elements would be applied in the product
Abrams & Barrow	Market analysis	All	All elements would be applied in the business plan market overview

Business model canvas is often used tool in the universities (Bock & George 2018, 147), and the author chose to include the Business Model Canvas to her business plan as the author feels it useful tool after the research and the experience with it before. The author will use all the nine elements from that.

In the business plan the author chose to include description, business objectives, business idea, market overview, marketing and development & growth opportunities. The market analysis will be including in the chapter market overview where the author will be describe the industry, defining the target market and the competitors in the industry. The author chose not to include the financial side to the final product. From the authors experience and knowledge in the industry the situation in the event industry is unstable from various reasons and the author is waiting a better situation to start the business. The author understands how important part of the business finance is and is ready to add them on her plan when starting the business is topical.

3 Methodology

The method of the thesis is qualitative method and as a data collection tool the author chose to interview five entrepreneurs in the event industry. With comparing the qualitative method to the other method which is quantitative. The qualitative method seeks to understand and interpret the certain topic, when the quantitative method relies on statistical analysis (Eriksson & Kovalainen 2016, 4). As the author wanted to gain more knowledge and understand entrepreneurship and business plan especially in the event industry better, the author chose qualitative method. According to Tuomi & Sarajärvi (2009, 85) the qualitative method is the most suitable option when the object of the method is to understand the certain topic. The most beneficial way of it is that the individuals where the data is collected, are well-known with a knowledge or experience of the topic. (Tuomi & Sarajärvi 2009, 85.) That is why the author chose to select entrepreneurs in the event industry for data collection.

The interview method can be divided to three different kind of interviews, form interview, theme interview and in-depth interview. These are divided by way of the questions are asked and formed in the interviews. In the form interview the interviewer asks the questions strictly one by one as structured. The theme interview is semi-structured with themes of the questions, but the interviewer can ask questions outside of the structure. The third interview method is in-depth interview where the interviewer is not structured, and the interviewer asks open questions and only the topic is defined. (Tuomi & Sarajärvi 2009, 74-76.) With these three-interview method the author used theme interview as she felt most comfortable to do structure of the questions by themes but wanted to allow herself ask open questions outside the structure to gather more knowledge of the topic.

After the data collection the data was analyzed as qualitative content analysis to receive the outcomes from the interviews.

In the next chapter the author will be talking about the data collection.

3.1 Data collection

The author hosted five interviews to five different entrepreneurs whose are working in the event industry. The form of the entrepreneurship was free and some of the entrepreneurs works besides event industry in the other fields at the same time.

The questions were divided to three blocks to questions to concern about the start of the business, the business plan and about the entrepreneurship overall. The author started the interview with making sure the recorded and the written format afterwards from the interviews outcomes in the authors thesis is fine to the interviewees. As all the interviews were planned via messages, the author opened a bit more of the thesis and its product, the business plan. The questions were starting with a question “what” and “how”. This is the custom of the semi-structured interviewing. (Eriksson & Kovalainen 2016, 93.)

After the introduction about the topic of the thesis and its product, the author started with the questions of the topic of starting the business and continued to the topic of business plan. After these the author asked several questions about entrepreneurship overall and tips for the new entrepreneur. The structured list of questions divided by themes can be found in the appendix 2. As the selected interview method was theme interview, the author added spontaneously questions if it felt needed in interviews to gain more knowledge from the interviewees. In all the interviews the author did some changes in the order of the questions, added or removed some of them. According to Eriksson & Kovalainen (2016, 94) the semi-structured interviews allow the possibility to vary the questions in the interview. The difficult in this is the analysis when the interviewees have had more freedom and flexibility when comparing to structured interview. (Eriksson & Kovalainen 2016, 95)

All the interviews were held online, and the interviewees didn't know the questions beforehand but did know the three themes of the interview. It's recommended that the interviewees would know at least the theme of the interview before they do the interview (Tuomi & Sarajärvi 2009, 73). The interviewees were also mentioned that financials are not going to be asked in the interview.

All the interviews lasted about 30-50 minutes per interviews and all of them were done in Finnish language.

To protect the anonymity of the interviewees, the author will be talking about them as number of interviewees.

In the next part the author will be talking about data analysis.

3.2 Data Analysis

After the data is collected, the data needs to be analyzed. Qualitative content analysis is used when the data is collected in written forms as an example transcribed interviews or audio-visual

data (Eriksson & Kovalainen 2016, 120). As the data collection was interviews, the author decided to use content data analysis to analyze the data. According to Tuomi & Sarajärvi (2009, 91) content analysis can be used in every qualitative method. Qualitative content analysis concentrates on the data, how things are said in the collected data but also finding the meaning behind it. (Eriksson & Kovalainen 2016, 119).

The qualitative content analysis can be done in two different ways, with categorizing or with interpretation. The author used categorizing. Categorizing starts with open coding to think which would be the most suitable terms. These can be words as they are called key words, or full, small sentences. After open coding, the next step is to make a coding scheme where the names or labels are defined, opened the meaning behind them. After these there should be instructions how the content is identified, and which were the criteria behind it. Next step is to make examples of the data. After the coding scheme is ready, the data needs to be coded. This might create new categories to the data. (Eriksson & Kovalainen 2016, 122-123.)

The process of the authors data analysis after the data collection was transcribed data from the interviews. Then the author started the qualitative analysis with open coding, coding scheme and categorizing. As the questions were already themed in three themes in the interviews as the start of the entrepreneurship, the business plan and entrepreneurship overall, was the coding process and categorization quite clear.

The author wanted to few practical examples of the three main themes, one of the coding was “as an example”. With this the author got the practical examples.

In the next chapter the author will be talking about the results.

3.3 Results

In this chapter the author will be talking about the results of the interview outcomes after the qualitative analysis. As mentioned before, to protect the anonymity of the interviewees the author will be talking about them by numbers as interviewee 1, interviewee 2, interviewee 3, interviewee 4 and interviewee 5.

Every entrepreneur story how they ended up to the entrepreneurship is different, the start depended quite a lot. The similarity between four of the interviewees was that they have been working first in the event industry with tax card or being light entrepreneur first and then they have decided to start their business.

Choosing the right firm of being sole trader was clear to every one of the interviewees. Four of them had chosen sole trader and one limited company. Interviewee 4 started business with their business partner and the plan was to start growing the company from the beginning so limited company was the most suitable firm. Four of the interviewees who selected sole trader as firm of their entrepreneurship decided it due to low turnover in the beginning. Interviewee 4 also mentioned that sole trader was the right decision since she was not planning to hire anyone else at least in the beginning. This firm is the most suitable to choose when the entrepreneur is planning only to employ themselves and the turnover is small (Yrittäjät, s.a.).

When talking about the names of the interviewees business, two of the interviewees had a brainstorming session with their business partner or friends to deciding the name. Four of the names were related to the interviewee's names or initials.

Four of the interviewees did not have any problems with starting the business. All the needed information was easy to find from the interviewee's family, friends or from internet. Interviewee 4 mentioned to having problems especially with getting the certain premises since they took a bit more time what they expected.

Business plan is recommended to make in the beginning of the entrepreneurship (Komsi 2022, 128). When the author asked about business plan, every one of the interviewees recommended to create it even though only interviewee 3 and interviewee 4 have made the business plan themselves. The ones that did not have done it were explained of the sliding change from an employee to the entrepreneurship and they did not feel the business plan needed since they were already working inside the event industry. The content of the business plans was different but both interviewees whose were done the business plan stated the financial side to being the hardest since in the beginning of the entrepreneurship they are estimated numbers. Interviewee 3 recommended making the business plan as it helped the entrepreneur to structure and made them to think more of the entrepreneurship from many different aspects. Interviewee also mentioned that everything is estimated and there is no way that the new entrepreneur can be prepared for all the aspects, referring to Covid-19 which affected a lot in the event industry.

Market analysis have not been done in a written form from any of the interviewees, but few of them had thought of the competitors and interviewee 4 mentioned that they listed all the competitors in the industry which she knew from an experience in the industry. That helped to see who the main competitors are. According to Komsi (2022, 128) identifying the competitors is recommended and one part of the business plan.

Marketing in social media was the most effecting way of doing marketing in the event industry from most of the interviewees. This is a recommended way of marketing (Komsı 2022, 97). Half of the interviewees had their own social media channels mixed with their own channel and half of them had their own website for their business. Making a website was also mentioned often as professional way of doing marketing. Interviewee 4 stated for doing Linked In profile and contacting potential customer from there. Word-of-mouth marketing style were mentioned from few of the interviewees. Interviewee 5 said that it is important to do every workday well since they cannot never know who they meet as an aspect that the met person can be a potential customer or to lead to that. According to Komsı (2022, 97) the best kind of marketing for sole trader is the good reputation and to do every workday well. Interviewee 5 had got more jobs from recommendations and feels that as an important way to market themselves in the event industry but such as in the cosmetics industry where she works besides event industry. Interviewee 3 also stated that in every event the entrepreneur leaves a memory trace to every person who they meet, and this can lead to more jobs.

One of the first things most the interviewees answered when asked what the best thing is in being an entrepreneur was freedom. Two of the interviewees mentioned also a passion towards the job and the industry.

As the industry is quite seasonal and insecure, two of the interviewees mentioned that being the hardest part of the entrepreneurship in the event industry. Interviewee 2 stated to think something else besides event industry as she has solved to work in the marketing industry besides event industry. This would help the income stability.

The tips regarding entrepreneurship were related to asking help, interviewee 1 pointed to be brave and interviewee 5 mentioned the importance of networking and doing every workday as it would the most important day. Interviewee pointed also hard work and passion towards the industry being the key to successful business in the event industry.

In the next chapter the author will be talking about the project management.

4 Project Management

This project started in March 2023 and ended in May 2023 and the author had a strict plan for the whole time of these months. The process started with a literature review and finding suitable theories. From the relevant theories, the author made her own framework for the product. After the literature review, the author did interviews as data collection and analyse the outcomes. From there, the author started to plan the final product- a business plan.

In the following parts of this chapter the author will be talking about the background of the project, and how it became a thesis product, and the author will present the description of the production schedule which she made a weekly schedule to help the author schedule. As the author realized that the product has limitations and risks, the author will be talking about them as well. The last part is evaluation, where the author will be evaluating the project.

4.1 Background of the project

This project is a product-based thesis for the Haaga-Helia Bachelor's Degree Programme in Hospitality, Tourism and Experience Management. The objective of this project was to create a business plan which the author may be used later in the future. The topic for this thesis came to the author naturally as she has thought of entrepreneurship being one option for her career. As she has experience in the event industry, the idea for the business plan as a sole trader in the event industry was decided quickly.

When the author decided the topic, the author knew that the business plan would be more modern and wanted to choose the most suitable elements from the traditional business plan.

Through years of study, the author has learned a lot about entrepreneurship and business tools, one to mention is Business Model Canvas. Business Model Canvas the author has used during her studies and felt that useful tool to structure and think more of the business from the elements which Business Model Canvas has. After studying it more through thesis process the author decided to add that as part of her business plan.

In the next chapter the author will present the project plan.

4.2 Project plan

The author started the project in March 2023 and planned to be ready in May 2023. To help the project management for the project, the author started the project with making a weekly schedule for herself. The author wanted to make the schedule to structure the weeks to helping her with achieving the objective to finish the thesis on time. The weekly schedule helped a lot for the authors time management.

Thesis Project Management	March/April	April	April	April	April	May	May
	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19
To do:	DONE	DONE	DONE	DONE	DONE	DONE	DONE
Write introduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Draft table of contents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theoretical framework	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning the method	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ask the interviewees	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data collection	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Write the project management-part	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Write discussion-part	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Finalise the thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Create the business plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Picture 3. Product weekly schedule

In the following picture, the author's product schedule is presented. The project plan started with the project on week 13 with writing an introduction, creating the draft table of contents, and starting the theoretical part. Weeks 14 and 15 were planned for writing the theoretical part and week 15 also to ask the interviewees to join the interviews and to agree to the dates for them. The data collection and data analysis were planned for week 16. Weeks 17 and 18 were for starting the business plan, writing the project management and discussion parts, and to start finalizing the thesis as well. In the final week of 19, the author would finalize the business plan and the thesis.

In the next chapter the author will be talking about the project's limitations and risks.

4.3 Limitations and risks

The author has thought about the limitations and risks concerning the author's business plan. Firstly, before the business could start the authors realized that the financial side should be carefully calculated before starting. The author did not feel the calculations necessary as the business is a service and does not require as an example business space and is planning to start with only employ the author itself. Even though the author did not feel the calculations necessary now, the author knows that they are needed later for herself to know that the business is profitable but is also needed if the grant is applied.

The second limitation concern about the potential customers. This thesis could have been tested on customers to widen the methods of interviewing potential customers or have a survey for them. This would have given both sides of the business and wider picture. As the author has work experience and networks in the industry, she decided only to interview the entrepreneurs.

When thinking about the risks, one of them is the event industry's seasonality and uncertainty which may affect to the business profitability. The event industry is still covering from Covid-19 pandemic and since the economic situation depends a lot on how much money businesses are using on their marketing and holding events, it still is a kind of uncertain industry when writing this in 2023. This could be solved by working hybrid with another job in a different industry at the same time. This would stabilize income.

In the next chapter the author will be evaluating the project.

4.4 Evaluation

The author is happy with the product of the business plan and how the author visualized it to look. The author wanted the business plan to be clear and simple with texts and neutral with colors and the author thinks that is what succeeded. In the beginning, the author had difficulties with choosing valid literature, as business plans and entrepreneurship are a lot of literature to choose from. That is the main reason the theoretical framework took more than planned on a weekly schedule. From the literature on business plans, the author felt that all the elements are not needed in their business plan, so they decided to create their own framework to be able to make the business plan more modern. The literature gave a good platform for the business plan and the interviews gave good examples and practical knowledge of how things are done especially in the event industry. These aspects helped a lot when the author was planning and doing the business plan.

Making the weekly schedule helped a lot the author to manage the project and know what tasks she was planning to do. The author has previous skills in planning and being on time. Even though the weekly schedule got delayed, the author realized that she would get the project done in time if she follows it mainly, since the schedule was quite strict and had flexibility if that was needed. This was an important aspect for the author to understand when managing the project.

In the next chapter discussion, the author will be talking about the thesis process and learning outcomes.

5 Discussion

The objective of this product-based thesis was to create a business plan to the author herself to be used later in the future. The author is satisfied with the product. The business plan was planned to be changeable after, when starting the business comes temporal to the author, she can make the needed changes and updates for it. The author used Canva for creating the product and as she personally likes neutral colours and minimalistic style, the author made the business plan with variation beige colours and visually simple.

As the final chapter of this thesis, the author will be talking about the whole process and present the new weekly schedule how the thesis was written during the two months. The author will also be talking about her learning outcomes from this thesis process.

5.1 Thesis process

As mentioned earlier, this thesis process was done in total of two months. Overall, the author is happy with the process and how the final product was finalized.

Thesis Project Management	March/April	April	April	April	April	May	May	May
	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20
To do:	DONE	DONE	DONE	DONE	DONE	DONE	DONE	DONE
Write introduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Draft table of contents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theoretical framework	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning the method	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ask the interviewees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Write the project management-part	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Write discussion-part	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Finalise the thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Create the business plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Picture 4. Thesis process on the weekly schedule

In the following picture, an updated weekly schedule is presented. The blue color is presenting the original weekly plan and the navy color presents the schedule of how the thesis was written.

The author started the project in week 13 by writing the introduction, planning the draft table of contents, and starting the theoretical framework. The weekly schedule changed a bit during the

process, due to the theoretical part taking more time than the author expected. As entrepreneurship and business plans are studied and researched quite a lot, the author had difficulties in the beginning with finding the relevant theories to her thesis. The author wrote about the theoretical part until week 16 and started planning the method and creating the questions in the same week. In week 17 the author started planning the business plan. In week 17 the authors also asked the interviewees if they could join the interviews and booked suitable times for the interviews, they were all booked to week 18. Week 18 continued with writing and planning the business plan, doing data collection, and the data analysis after. The week 19 the author was finalizing the business plan and wrote chapters four and five of project management and discussion. The author finalized the thesis on weeks 19 and 20.

The three weeks mentioned in the weekly schedule for the business plan are the time the author physically wrote and visualized the business plan, but the planning process started when the author was studying the theoretical framework and made her own framework from the literature review.

The biggest challenge for the thesis process was time. Besides the thesis, the author had one project course which she had to accomplish at the same time as the thesis. Eight weeks is not a long time, but with good planning and high motivation, the author managed to write the thesis on time. This helped the author's previous work experience with projects and the skills of time management.

In the next chapter the author will be presenting the learning outcomes.

5.2 Learning outcomes

The author learned several things during this thesis process. The biggest learning was time- and project management. As the thesis process was intensive, the author learned the importance of a weekly schedule. Even though the weekly schedule got postponed by about one week in the beginning because of the challenges of finding relevant theories to the theoretical part, the author still managed to do the thesis on time. The author has previous skills with being on time and enjoys doing schedules to help her time management, it was important for the author to realize that if something gets postponed, it is not the end of the world, and will still manage the task by the end of the timeline. These kinds of understanding and improved project management skills will be helpful tools in the author's career in the future.

The second learning was the enjoyment of projects. As the thesis process was to the author of eight weeks, the author got to experience flow writing and focused only on the thesis and its process. The author got confirmation to herself that she enjoys project work and can manage stressful situations due to time limitations. This is learning to take into consideration the author's career choice in the future.

Through the theoretical part and from the interviews the author realized her growing interest towards in entrepreneurship. The author got a better understanding of what entrepreneurship takes, the benefits, and which kind of personality traits could be useful when starting a business and learned of the practical process. The author has had thoughts about entrepreneurship in the event industry for years, but they have got postponed due to difficult times in the industry. The author has had the understanding that the event industry is still partly struggling and will not start the business now. That is why the author made the business plan using the design platform Canva, so changing the details is effortless when the timing comes temporal. The author still got the confidence to herself that entrepreneurship could be a career path, and she would be suitable to start a business at some point in her life.

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Appendices

Appendix 1. Business plan

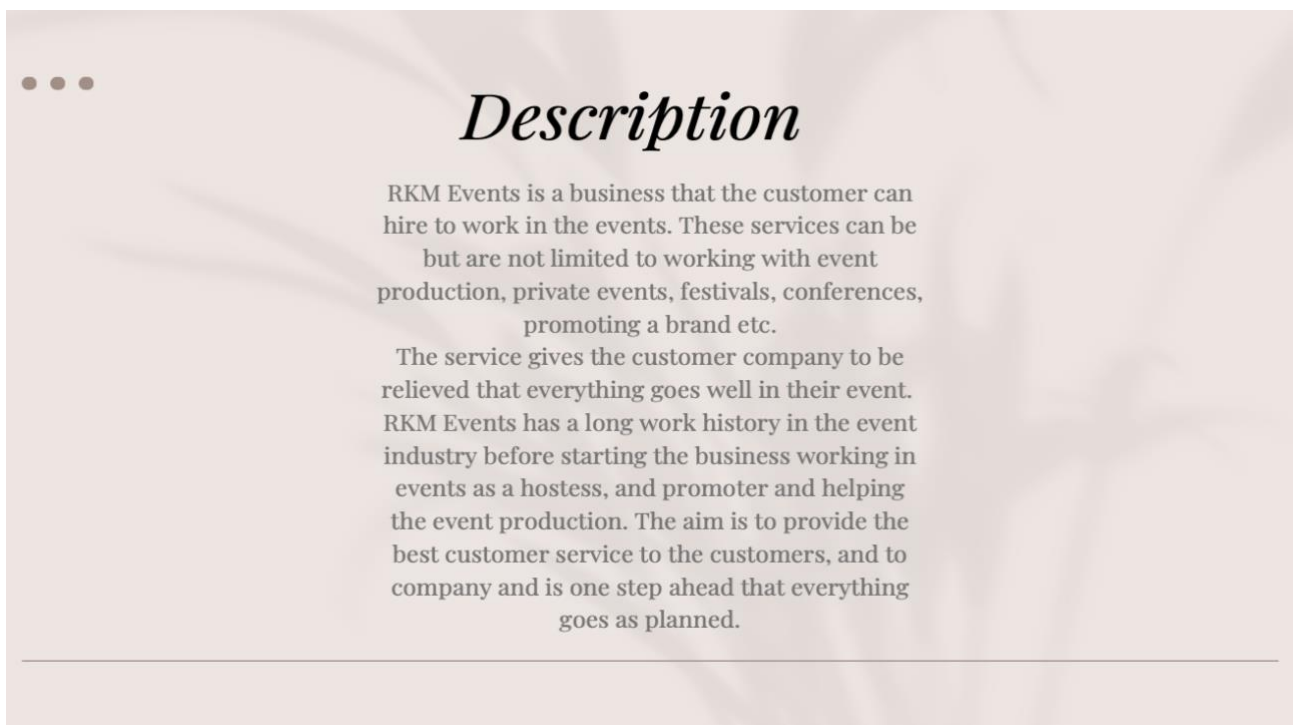
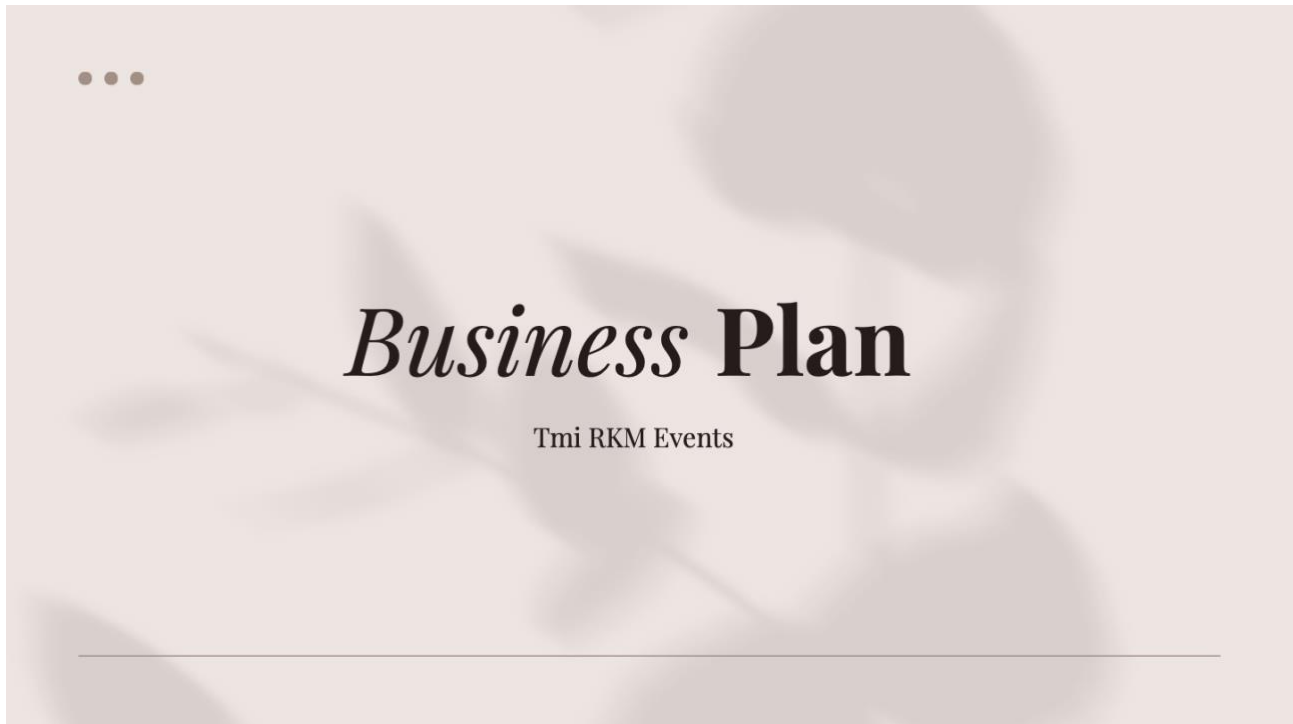




Table of contents

- Business objectives
 - Business idea
 - Market overview
 - Marketing
 - Development & Growth opportunities
 - Business Model Canvas
-



Business objectives

- Build a brand**
Building a brand to RKM events through social media & in the events that all the companies in the industry wants to get her to work in their event.
 - Long-term customer relationships & Customer satisfaction**
RKM Events wants to provide the best service as possible.
 - Increase turnover**
-



Business idea

Tmi RKM Events provides hosting services in the event industry. This can be in event production from the start until the end of the event, private events, conferences, concerts, festivals, promotions, etc. The main idea is to provide help to the event producers and companies who are holding events. The work tasks can include planning the event, working physically in the event, and/or the needed things afterward. The tasks are always planned before hands but can be changed during the project.

The entrepreneur behind the business already has experience in the industry and contacts to start an entrepreneurship. The plan is to start to grow so that RKM Events could work as a full-time entrepreneur in the event industry.

RKM Events provides professional customer service in the events. The vision is to gain long-term customer relationships between brands and promotion agencies and be the top one that every agency or brand wants to hire for their event.

The firm of being an entrepreneur is a sole trader.

Industry description

The event industry consists of private events, exhibitions, festivals, concerts, and seminars. These can be done from a small scale to a large.

The event industry is covered by the Covid-19 pandemic and now by the economic situation.

The trends at the moment in the industry are related to hybrid events and sustainability in many aspects.

Target market

Event agencies/
Promotion agencies

Brands/Companies

Event producers

Individuals who need help with their event

Competitors

Even the event and promotion agencies are the target market, they are also one part of the competitors.

Other competitors are other entrepreneurs and to know how much they charge for their work. In the event industry, the circles are small in Finland and we mainly compete in the same events.

Market overview

Marketing

Social media

Social media channels, concentrating on Instagram and Facebook-page. Social media channels are active and there the customers can find what the RKM Events has been working with before.

Linked In

Linked In- profile helps to reach out to potential customers and the customers to see their educational background, work history, and the possibility the customers reach out to RKM Events.

Companys website

Websites presents more detailed information about RKM Events, its service and contact information the customers to reach and possibility to leave request for quotation. Website-link is added to social media channels to reach more customers.

Word-of-mouth

RKM Events strives to work every event as if it would be the last. This leads to recommendations in the event industry and creates new customers as the industry works a lot with recommendations.

Development & Growth opportunities

Building a brand

RKM events -> Expand the business to the other industries

Building a brand through RKM events could expand the business to work e.g. social media or marketing fields.

International business

Being able to work in events worldwide. This requires more networks in the industry on a global level. One way of it is through social media channels and Linked In profile.

Personnel agency

When long-term customer relationships are built, RKM Event could provide her own staff to work in the events where she is not capable to work by herself or if more staff are needed.

Business Model Canvas

Key Partners Event agencies Promotion agencies Brands/Companies Social media platforms	Key Activities Event planning Marketing Problem solving skills Knowledge about various events Key Resources Companies help Experience in the industry Professional customer service	Value Propositions Proving professional customer service to the customers and companies Saving time and effort from companies whose are producing events Learning fast to present the brand Problem solving skills Saving time from the agencies to find the suitable person to the event	Customer Relationship Co-operating with the customers Professional customer service Channel Social media, e.g. Instagram & Facebook Linked In - profile Websites Word-of-mouth	Customer Segments Event agencies Promotion agencies Brands/Companies Event producers
Cost Structure Taxes Outsourced bookkeeping Website updates Electronics (phone & laptop)		Revenue Stream The event agency/ Promotion agency / Brand / Company who the company charges for the time worked in the event		

Appendix 2. Interview questions

Yrityksen perustaminen

- Kuinka kauan olet toiminut yrittäjänä?
- Miten päädyit yrittäjäksi?
- Mitä teit ennen yrittäjyyttä?
- Haluatko kertoa alasta/aloista, joissa toimit yrittäjänä?
- Miten valitsit toiminimiyrittäjyyden (tai muun mikäli muu)?
- Koitko haasteita yrityksen perustamisen kanssa ja jos kyllä niin millaisia?
- Miten päätit yrityksesi nimen?
- Mistä hait/keräsit tietoa yrittäjyyteen liittyen ennen yrittäjäksi ryhtymistä?
- Mitä asioita kannattaa ottaa huomioon yrityksen perustamisessa?
- Hoidatko talouspuolen asiat esimerkkinä yrityksen kirjanpidon itse vai oletko ulkoistanut tämän?
Miten päädyit tähän valintaan?
- Mitä vinkkejä voit jakaa yrityksen perustamiseen?

Liiketoimintasuunnitelma

- Teitkö yrityksen perustaessasi liiketoimintasuunnitelman?
- Jos kyllä, minkälainen se oli ja mitkä olivat mielestäsi tärkeimmät kohdat liiketoimintasuunnitelmassa?
- Oletko mahdollisesti päivittänyt liiketoimintasuunnitelmaasi myöhemmin?
- Teitkö markkina-analyysiä/tutkimusta?
- Mitkä ovat parhaimpia tapoja markkinoida yritystäsi?
- Mitä vinkkejä voisit antaa yrityksen markkinointiin?

- Suositteletko alkavaa yrittäjää tekemään liiketoimintasuunnitelman?

Yrittäjyys

- Mikä motivoi eniten yrittäjyydessä?
- Miten olet luonut asiakassuhteita ja miten pidät niistä kiinni?
- Mitkä koet haastavimmiksi asioiksi yrittäjyydessä, entä parhaimmiksi?
- Mitä vinkkejä voisit antaa alkavalle yrittäjälle?

Appendix 3. Business Model Canvas

Key Partners Event agencies Promotion agencies Brands/Companies Social media platforms	Key Activities Event planning Marketing Problem solving skills Knowledge about various events Key Resources Companies help Experience in the industry Professional customer service	Value Propositions Proving professional customer service to the customers and companies Saving time and effort from companies whose are producing events Learning fast to present the brand Problem solving skills Saving time from the agencies to find the suitable person to the event	Customer Relationship Co-operating with the customers Professional customer service Channel Social media, e.g. Instagram & Facebook Linked In - profile Websites Word-of-mouth	Customer Segments Event agencies Promotion agencies Brands/ Companies
Cost Structure Taxes Outsourced bookkeeping Website updates Electronics (phone & laptop)		Revenue Stream The event agency/ Promotion agency / Brand / Company who the company charges for the time worked in the event		