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A STUDY ON EVENT MANAGEMENT CASE: TOMATKARNEVALEN

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ABSTRACT

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The aim of this final thesis is to find out how the event Tomatkarnevalen is managed and organised. Through finding that out, the primary aim is to find areas for development and improvements. The secondary aim is for the author of the thesis to gain understanding of how Event Management works in practice.

The theoretical framework contains of definitions of event tourism, special events, and different types of events, as well as a description of how events are managed.

The method of the research is the qualitative method of semi-structured interview. The interviews were conducted in Närpiö between 29 March and 8 April 2010. The interviewees were six different people who are in some way involved in the organising and managing of the case event. The interviews dealt with the seven main themes of event management presented in the theoretical framework.

The findings of the study show that the event is operated without problems during its days in July. However, there is room for development and improvements in the managing and planning of Tomatkarnevalen. The conclusion that can be drawn from the research findings is that improvements are needed especially in the planning stages of the event, but also in the management, as well as in the organisation. These improvements would be necessary for developing the event and for preventing it from stagnating, and eventually for preventing it from its demise.

Keywords	Events, Management, Organisation

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ABSTRAKT

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Målet med detta lärdomsprov är att ta reda på hur Tomatkarnevalen sköts och arrangeras. Det primära målet med att skaffa sådan kunskap är att försöka finna områden som är i behov av utveckling och förbättring. Det sekundära målet är att författaren själv ska samla kunskap och förståelse för hur evenemang arrangeras och sköts i praktiken.

Den teoretiska strukturen innehåller definitioner av evenemangsturism, speciella evenemang, olika typer av evenemang, och en beskrivning av hur evenemang sköts och arrangeras.

Undersökningsmetoden är semistrukturerad intervju, en av de kvalitativa metoderna. Intervjuerna utfördes i Närpes mellan den 29 mars och den 8 april 2010. Sex olika människor som på ett eller annat sätt är inblandade i arrangemangen och skötseln av evenemanget intervjuades. Intervjuerna behandlade de sju teman som inom den teoretiska strukturen kartlades i beskrivningen av hur evenemang sköts.

Rönen av studien visar att evenemanget är problemfritt under de två dagar det försiggår i juli månad. Däremot finns det rum för utveckling och förbättringar inom skötseln och planeringen av Tomatkarnevalen. Den slutsats som kan dras från studierönen är att förbättringar behövs särskilt i de olika planeringsstadierna, men också inom både skötseln och organisationen. Sådana förbättringar kan vara nödvändiga för att evenemanget ska utvecklas och för att förhindra det från att stagnera, och slutligen förhindra evenemanget att gå mot sin egen död.

Nyckelord	Evenemang, skötsel, organisation

CONTENTS

1   INTRODUCTION

Event tourism is a vibrant and growing industry, and it is quite a recent phenomenon too. More and more communities, towns, or regions profile themselves as tourist destinations with the help of event tourism, which implies the importance of this specific industry.

1.1   The Aim of the Study

This thesis will be a study on Event Management, and the case used for the research will be an annual local event in the small town of Närpiö in Western Finland called "Tomatkarnevalen". The primary aim of this study is to find out how managing and organising events is done in practice compared to what the literature says, and through the comparison to come across ideas for future developments of the event in question. The secondary aim of the study is for the author to learn more about Event Management for future career possibilities. The intension is to study event management in aspects ranging from planning through implementation, to post-event evaluation. This is believed to provide the author with relevant knowledge on how Event Management works in practice.

1.2   Structure and Restrictions

The thesis consists of three main parts, namely the introduction, the theoretical framework, and the empirical study. The introduction includes the aim of the study and its structure and restrictions, as well as an introduction to Tomatkarnevalen seen both from a historical perspective and the present one. The theoretical framework contains sections defining event tourism, the concept of special events, the different types of events, as well as management of events. The empirical study consists of presentations of the research method, a description of the design of the interview questionnaire and the implementation of the research. This is followed by a presentation of the outcome of the research and an analysis of the results. Conclusions drawn from the analysis, along with short argumentations for the reliability and validity of the research, sums up the empirical study. A sum-

mary of the whole work will be the final chapter of the thesis, including development ideas for the event organisers as well as ideas for further research.

In this thesis, the case of the research is restricted to studying a relatively small event. The reason for this is that the study will be a qualitative research. Therefore, a smaller event is preferable to be studied before a larger one, so to facilitate finding out how events are managed on a practical level. The results of this research may come out as more reliable when the case event is small-scale. The subjects of the interview are also restricted to six and to being involved in the managing and organising of the event. It is not interesting for this research to find out general opinions of the event from the visitors.

1.3   Tomatkarnevalen

Tomatkarnevalen is an annually recurring event in the countryside town of Närpiö in Western Finland. The event was held the first time in 1982 as a small event, and has gradually grown over the years to become the popular street festival it is today. Today the visitor number reaches about 20 000 people. The main purpose of this event is to highlight the productivity of the region within trade and business. Närpiö is known for being the largest producer of tomatoes and cucumbers in all of Finland; sixty percent of the country's tomato production is yielded from Närpiö. The locals take pride in their own ingenuity and activeness in business in general, and they can be considered actively entrepreneurial, as there are about 400 small businesses within different fields in Närpiö (Närpes stad). In Finland, tomatoes have in a way become synonym with Närpiö, and the theme of the festival has already from the beginning been tomatoes, as the production of tomatoes and cucumbers is an important source of income for many locals. Thus it has been natural to put the tomato in focus, so to promote, support and market the local production of tomatoes. However, the social aspect of the festival is a significant reason to why Tomatkarnevalen has recurred yearly for the last 27 years. (Lillgäls 2009. 15, 24)

1.3.1 An Overview of the History of Tomatkarnevalen

The idea of the festival originated when the ferry line "Folkline" started its traffic between Kaskinen, the neighbour town of Närpiö, and Gävle in Sweden. The idea was to keep an event as a family-friendly point of meeting for tourists and expatriates travelling with "Folkline", but also for the local youth of Närpiö. (Lillgäls 2009. 15)

The youth associations of Närpiö took the first initiative to arranging Tomatkarnevalen. Each association contributed with ten volunteers, and a board for Tomatkarnevalen managed the arrangements for the event. These were the only parties involved in the festival the first three years, but from 1985 the youth associations of the municipality of Korsnäs joined forces as they also held an interest in the event, the municipality being an actor in the vegetable producing field as well. (Lillgäls 2009. 16)

The three first editions were held at Rörgrund, and the following two years the festival was held at yet a different location, Mosebacke. During the event's first five years, Tomatkarnevalen had quite a humble programme. The first edition featured tasting of tomato and cucumber dishes, recipe competitions, and an exhibition of American cars. The following year, new features included the opportunity for tomato and cucumber producers to exhibit and sell their crop along with support activities such as horse riding, magicians, a wind surfing show, and performances and festive speeches on stage. The programme was aimed at all members of family. (Lillgäls 2009. 17, 19; Svenska Österbottens Ungdomsförbund)

Tomatkarnevalen attracted only 200 visitors in 1986, which is why no festival was held at all in 1987. However, the youth organisations and the Vegetable Producers Association decided to revive the event, as their conclusion after much debating was that the event was a very good marketing opportunity for the vegetable production, as well as for the town itself. Thence they formed a committee for Tomatkarnevalen, and in 1988 the festival was reintroduced as an even bigger event than it had been earlier. The festival had gone through changes and was relocated to the town's centre, Näsby. The central part of the main street was closed and

filled with market stalls and a stage. As the event moved to the centre of the town, more features were added. The market stalls, the stage, and the 50-metre long "Tomato Table" became the cornerstones of the event. There were around forty sellers and around ten representatives of different associations. That year, the festival was held together with another event, namely the 'Day of the Trumpet' organised by the local youth orchestra, and Tomatkarnevalen featured a parade of about a thousand musicians. (Lillgäls 2009. 17-19)

In 1989, the event was united with the 'Närpiö-days' event, and thus the municipality got representatives into the committee as well. The activities of this event started with a day for companies and entrepreneurs, including a seminar on Friday, Tomatkarnevalen taking place on Saturday, and an event celebrating the home community and its expatriates on Sunday. The organiser for the events on Friday and Sunday was the municipality of Närpiö, while Tomatkarnevalen on Saturday was arranged by youth organisations and the Vegetable Producers Association. (Lillgäls 2009. 16, 18)

In 1990, the committee was extended further with representatives from the local Merchants Association. The event grew and the number of market sellers increased to eighty. The main attraction of this edition was a helicopter ride, from which the customers could get a view at Tomatkarnevalen from above. (Lillgäls 2009. 16, 19)

As the event grew, more people were needed for the arrangements, and an association called 'Rock club' arranged a two-hour outdoor concert named Tomatrock during the 1991 edition of Tomatkarnevalen. In 1992 Tomatkarnevalen became a two-day event and over the years of the same decade the festival, in that format, became tradition. Support activities that have been featured over time are for instance 'the World Championship' in eating tomatoes, 'Ski-race', and 'the strongest man of Närpiö'. Popular and returning features were the exhibitions of cars and machinery, stage performances, and the 'samba procession'. (Lillgäls 2009. 16, 19)

In 1997, the event had become a dependable summer event and Tomatkarnevalen started to showcase more well-known performers on stage that were not necessarily local. The event has been visited by Electric Banana Band, Johan Becker, and Mika Myllylä for instance. The "Tomato Table" and the market stalls were still the other two cornerstones among the attractions of the Tomatkarnevalen. Until 1997, the same actors had been arranging the event, but that year the youth associations withdrew from the arranging committee, and the cooperation was focused between the local businesses and the sectors of culture and sports. (Lillgäls 2009. 16, 17, 20)

In 2001 things changed within the organising team again, and Tomatrock became the responsibility of the youth association of Närpiö. The business traders of the region, the Vegetable Producers Association, and the committee for Tomatkarnevalen at the municipality became the official organisers of Tomatkarnevalen. During the latter part of the past decade, the committee has become more scattered, which has lead to a less professionally run event. (Lillgäls 2009. 16, 17)

The location of the event has stayed the same since 1988, and it is nowadays held the first weekend of July. The time of the event has often been determined by the fact that early July is the most convenient time for people to visit the event, as people tend to prefer July for keeping their summer holidays. Expatriates also keep their holidays in July for taking time to visit friends and family in the "old country". The last ten years the festival has been held the first weekend of July, as the neighbouring town of Kristiinankaupunki has its summer markets the following weekend. The two events largely share the same visitors and sellers, and as the region is small the two events cooperate rather than compete with each other. In 2006, the number of sellers and associations' representatives had increased to around 130. (Lillgäls 2009. 17, 18)

During its first three years, Tomatkarnevalen was financed through charging the visitors an entrance fee. Since 1985 Tomatkarnevalen has been a free and public event. Hence it has had to be run on a very small budget, but a lot of volunteers have helped make the event happen. During the 2000's, the voluntary work input has decreased considerably, and more and more services have been necessary to

buy in. Even though the budget is small Tomatkarnevalen has been able to feature some well-known figures the last few years, thanks to support money from the "Svenska Kulturfonden" foundation funding the stage programme and sound systems. The stage programme has to the largest part been made up of talents within local groups and associations who have not charged any payment, but instead seen the performances as opportunities for promoting themselves. Despite the financial difficulties, Tomatkarnevalen still manages to attract visitors, and the event was visited by 20 000 people in 2007. (Lillgäls 2009. 20)

1.3.2 An Overview of the Present State of Tomatkarnevalen

Today Tomatkarnevalen is a two-day summer event, visited by around 20 000 people, and it still features its basic attractions, namely the 'Tomato Table', the stage and the market stalls.

The programme on offer at 2009's edition was the traditional stage performances, markets and flea markets, but also support activities such as a miniature F1 competition with radio commanded cars, Food Party, pony riding, dog show, and Tivoli. There were several exhibitions showcasing for instance machinery and photography. The restaurant Logen had their traditional festival party, with a large tent hosting performing bands and a dance floor. In 2009, Tomatrock was not held, but moved to coincide with another summer event in August. (Lillgäls 2009. 22; Tomatkarnevalen)

In 2009 the venue was restructured and a new floor plan was introduced. The market stalls and the stage had been placed along the main street until this year. But the supermarkets and shops along that same street expressed wished to have the festival moved, so that their business would not be disturbed, as they felt that the event hindered their customers to access their shops. As the town centre in Närpiö has gone through some physical changes over the last few years, the floor plan was moved to around the relatively new town square, the lawns surrounding it, and the big car park adjacent to the square. Still there was a part of the main street that was closed, however not as long a stretch as during previous years' edi-

tions. The result was a more concentrated and centred festival area (Lillgäls 2009. 22). Tomatkarnevalen will next be held on the 2nd and 3rd of July 2010.

2 THEORETICAL FRAMEWORK

A theoretical or conceptual framework is a structured set of interrelated concepts or theories that guides the research, establishes the things to be measured and relationships to be searched for. (Elements of a theoretical framework)

The theoretical framework that follows will firstly introduce the reader to event tourism, including trends and forces that affect the world of events, stakeholders, and the motivations of both hosts and guests of events. A description of special events then follows, along with a discussion of typologies and classifications of events. Thereafter follows a presentation of the management of events, which is the most integral part of the theoretical framework.

2.1 Definition of Event Tourism

Throughout history, in cultures all over the world, people have gathered to celebrate for numerous different reasons and events have always been a central element of human society. Human beings in all cultures pay attention to different milestones of life, and all find it important to celebrate such occasions. (Douglas, Douglas & Derrett, 2001. 356)

Even though events have been an integral part of human nature for thousands of years, it has only recently developed into real business. It has become a part of the tourism industry as a key element of special interest tourism, and around the world, units for event tourism are increasingly being established within tourist organisations. As the phenomenon has grown into becoming a possibility of making business, numerous opportunities for professionalism have come to exist and event organising firms are popping up everywhere. Consequently, event tourism is increasingly being recognised as a field of study on its own in a number of educational institutions. (Getz 1997. 2, 16; Douglas et al. 2001. 356)

As event tourism is a rapidly growing business, as well as a field of study, there is an increasing amount of literature available on the topic. In literature one can find Donald Getz, who defines event tourism from two perspectives. On the one hand, events are tourist attractions if planned, developed, and marketed as such. On the

other hand, he argues, event tourism is a segment of the market where people travel to attend events and can be motivated to do so. (Getz 1997. 16)

Event tourism is a diverse world of planned occasions of different sizes and scopes for culture, sport, politics, and business, only to mention a few features. As tourist attractions, events are different from built and permanent ones because of their uniqueness in time and place, as well as the various experiences they can offer. As event tourism is a rapidly growing field of business, there is increased competition between destinations, regions and communities. Hence it has become an essential feature of marketing strategies among destinations, as events can be beneficial in economic, environmental and social functions of communities. Events are important contributors to the wellbeing of communities. (Getz 1997. 1, 2)

2.1.1 Trends and Forces Affecting Events

Staying current with trends and forces facilitates strategic event planning, but the challenge is to identify which trends and forces apply to a certain event (Getz 1997. 22). The first five paragraphs below describe some of the trends of event tourism, and the rest describe forces that influence the formation of special events.

Over the last few decades the quantity, variety and attractiveness of events have *grown*, and the marketplace has become more competitive. New events will need to be very innovative and original in order to be competitive in terms of attracting artists, attendants, and financial support. (Getz 1997. 22)

Events are suggested to be managed as businesses. Organisations and positions for *professional* personnel to develop, bid on, promote and manage events have been created as a result of events becoming more important. Volunteers still play a major role in the implementation of events, but part of them will more and more be required to do training and widen their skills in management. (Getz 1997. 25)

Facilities are needed for destinations to be competitive in hosting events, and events can stimulate the construction of new facilities. A trend towards building large venues can be noticed, and popular ones are convention and trade show cen-

tres, art complexes, and huge sport centres. Many community events use public plazas, squares, and parks as the event facility, and the trend is going towards minding larger get-togethers when constructing new facilitates. (Getz 1997. 23-24)

More professionalised marketing of events has led to *increased sponsoring* of events. Sports event has typically gained most sponsorship, but art events and community festivals are increasingly attracting support as well. (Getz 1997. 24)

Sponsors, funding bodies, and the community in general require better *accountability* of events. *Risk management* becomes an important issue for maintaining accountability. (Getz 1997. 24)

The *economic forces*, of the Western world especially, as well as the fast-growing economies of Asia, put a great demand on travel and leisure, and thus event tourism as well. (Getz 1997. 26)

People have more *time* for leisure at their disposal than ever before and it is highly valued, and much is expected from discretionary time. Events are a very stimulating way of spending free time and can be occasions for both educational and leisure experiences in social circumstances. (Getz 1997. 27)

The ever-widening range of hobbies and *leisure interests* allows a countless number of events to come about. This force should not be underestimated, as interests can tell more about what type of leisure and travels people prefer than income levels or place of residence might, which influences what types of events can become successful. (Getz 1997. 28)

The *population* of the world is continually growing, and social instability is commonplace as a result of the continuous moving within and between countries of today. Many socio-demographic factors determine the preferences and demand on event tourism, but also tourism and leisure in general, and factors such as wealth, tastes, physical ability and responsibilities linked to life-stage vary between generations. (Getz 1997. 28)

In the industrialised world the majority of people live in *urbanised* areas, or their outlook and life styles can be regarded as urbanised. There are many community events and festivals in the urbanised world, celebrating their character of life. Tourism can facilitate revitalisation of underutilised or dying areas. Suburbanisation has located community events outside inner city areas as well, attracting visitors from cities to more rural areas. (Getz 1997. 33)

Communications is global and nearly immediate, which is an advantage for people around the world. Awareness of events can be enhanced through *media* coverage, as well as it can help create demand for new special events. Tourism might be stimulated for a destination with an event covered in media. (Getz 1997. 33-34)

Much can be gained *politically* from events in terms of economical, cultural, social, or environmental gains. Media coverage is a good tool for political promotion, and some special events are created only for political reasons. Nevertheless, events can also be misused by politicians. (Getz 1997. 34-35)

Technology is an important aspect in the world of special events, as everything from planning to programming to great extents relies on technological solutions. Internet provides new possibilities for communication, information resources, and is an efficient marketing tool. Staying current with technology is important, as consumers expect quick adaptation to new technology. (Getz 1997. 35)

Changing generations and cultural diversity in many communities has resulted in a shift of *values*, which implies both opportunities and challenges for events. Diversity, unity, and equality should be emphasised. Environmental and globalisation awareness and quality rather than quantity, are increasingly important values. (Getz 1997 .36)

2.1.2 Stakeholders

Stakeholders are groups, organisations, and individuals who have invested or keep an interest in the successfulness of an event (Douglas et al. 2001. 370). They should all be taken into consideration in the planning and managing processes of organising events. Typical stakeholders of events are the organisers, sponsors,

partners, customers, as well as the economy, the community, and the environment. (Getz 1997. 42)

Event *organisers* can be governmental, community based, or non-profit organisations, and often there is a strong leader who creates the vision of the event. The reason for organising events is usually to develop or provide a service for communities, or the event may be cause related or a way of doing business and making profit. (Getz 1997. 42; Douglas et al. 2001. 372)

Sponsors and partners supporting an event, either by contributing financially or by providing in-kind support, are also stakeholders. The interests they hold in an event are marketing and sales, along with development, service and profit, or the interest could be related to a cause. (Getz 1997. 42; Douglas et al. 2001. 371)

Guests and customers are stakeholders because an event is organised for providing them a particular product, which is commonly leisure, education, or other service. Customers buy the product, either in time, effort or money. The satisfaction of the guests needs to be looked after, and incorporating the five senses into planning may help accomplish that. (Getz 1997. 44; Douglas et al. 2001. 372)

The *community* is also a stakeholder, as an event can have social and cultural implications for it. The local community provides many resources for events, such as businesses, hospitality services and public places, staff and volunteers. Altruism is an important characteristic of the volunteer, and they are important for staffing demands, as well as they give local support to events. Events are important socio-culturally and are opportunities for communities to celebrate. Long-term benefits may be better cooperation, volunteering, and group activity, as well as interaction between cultures and ethnicities in communities. Political aspects may be ideological motives, such as expressing and emphasising different values and getting support. Event managers should be politically correct, include all social groups, be supportive of local businesses, keep the costs small for the city, and include officials and politicians, in order to satisfy the community as a stakeholder. A cooperative approach should be adopted with authorities and resource managers, as

their support can be critical to the realisation of an event. (Getz 1997. 44-47; Douglas et al. 2001. 371, 372)

Another stakeholder is the *environment*. Event managers must mind the environmental and ecological quality and sustainability, and biodiversity threats, climate change and ozone diminution, pollution of air, water and soil, and over-consumption of resources, are all impacts of event tourism that event organisers need to attempt to work towards mitigating. (Getz 1997. 48-51)

The *economy* is a stakeholder and events serve it in several ways. Events can help communities thrive and be image makers and attract tourists, residents and investors. Events can defeat seasonality that otherwise determines tourism demand peaks. Events as animators are good for making attractions or facilities more attractive. Moreover, events can be catalysts; bring big changes, development and redevelopment. Events can increase the competitiveness of a tourist destination. The aftermath of an event may be a positive effect on the local business sector, as in retail and service. (Getz 1997. 51-61)

Other people interested in a certain event can be performers, the media, local tourism bodies, or providers of facilities and infrastructure for instance. Moreover, there can be local firms and businesses looking to improve revenue through events. (Douglas et al. 2001. 373)

2.1.3   Motivations for Hosting Events

The motivations for hosting an event can be economic, environmental, cultural, political, or social. Further specified, the reasons for staging an event may be celebration, identity, generation of revenue, socialisation, recreation, natural resources, agriculture, education, or tourism. For instance, communities may seek to enhance welfare and thus keep events to fund development of local resources and facilities. A powerful motivator behind development of events may also be the socio-cultural benefits and experiences; the desire to publicly and collectively celebrate local identity and strengthen community pride, and for community members to reinforce their bond. Moreover, the aim of an event may be to educate

participants with the purpose to preserve culture, natural environment or a society. (Douglas et al. 2001. 358-359)

2.1.4   Motivations for Attending Events

Events can provide numerous experiences to people, and may appeal to both locals and visitors. The common motivations for attending an event are entertainment or nostalgia, relaxation and recreation, escape from routines and leisure opportunities, socialising, learning, observation and participation, or the ambience of shared celebration. Any or all of the above reasons may make people decide to partake in any event, and different people will be attracted to different events for satisfying their personal needs. (Douglas et al. 2001. 360-363)

2.2   Special Events

A special event is a planned occasion with fixed duration for the celebration of something, and it can be a one-off or be occasionally recurring. A special event may have social, cultural, or corporate objectives set to achieve. The event may be anything from national celebrations to cultural performances and sporting events for instance; the reasons are seemingly endless. An event is special because its duration is fixed, which means it cannot be experienced again once it is finished, and even though the event recurs regularly, any one event is unique. (Douglas et al. 2001. 356; Getz 1997. 4; McDonnell, Allen & O'Toole, 1999. 10)

The specialness needs to be kept up for any recurring event each time it is held; otherwise it loses its appeal. Specialness of events is created out of certain subjective features, and Getz has listed fourteen of these (1997. 4, 5). Specialness of an event is linked to the goals and objectives of an event that are to be pursued. Moreover, festive spirit and ambience helps create specialness, as people can loosen themselves from everyday routine. Events can satisfy basic human needs, such as physical, psychological and interpersonal needs, as well as events can satisfy multiple roles such as heritage, cultural awareness, community development and tourism (Douglas et al. 2001. 359). Uniqueness is much linked to specialness, and arguments for uniqueness can be that an event will be a once in a lifetime experience. Quality of the event and its features is an important special-

ness enhancing factor, and a lack of it will accomplish the opposite of specialness, because an event needs to satisfy expectations of stakeholders in order to be special. Authenticity is linked to uniqueness, and specialness will increase if the attendant of the event can feel that they take part in something authentic for the host community. The specialness of an event can be enhanced by flexible actions, such as transferring the event in time and space. A hospitable event that welcomes its visitors will enhance the sense of specialness. A destination can be made more tangible by hosting an event, and thus specialness of the destination will increase. Events that have a theme for its functions will enhance their specialness. Using symbols and rituals for an event will certainly also enhance specialness. Event can be special by offering an affordable opportunity for pursuit of leisure, educational, social, and cultural experiences to parts of the population that cannot afford alternatives. Specialness can be linked to convenience as well, and in an ever more busy and work-oriented world events can offer an important opportunity for unprompted leisure. (Getz 1997. 4, 5)

2.3   Different Types of Events

Special events can seem to be endlessly categorised, however there are several ways of defining the different types of events. One way of defining events is by their complexity, size and scope, and another is by classifying events according to their concept or purpose.

2.3.1   Mega Events

Mega events are the largest type of event, such as the Olympics and World Fairs for instance. This type of event may impact communities, nations or entire continents, as they require massive human and financial resources as a rule (Douglas et al. 2001. 356). Opinions differ when it comes to defining mega events; they can be defined either in terms of cost, size and image, or in terms of economic impact, or even in terms of international publicity. Some events become mega events by their extensive media coverage and thus they create a strong image for themselves, even though they do not attract large amounts of physical attendants. (Getz 1997. 6) However, mega events normally target the international tourism market and yield large attendance. Many times, public finance is involved and facilities

are purposely constructed for mega events, and the impact on economics, politics, and the social community is widespread. (McDonnell et al. 1999. 11)

2.3.2 Hallmark Events

Hallmark events are often of recurring nature and good examples are the Carnival in Rio de Janeiro, the Tour de France, and the Oktoberfest in Munich. Hallmark events are sometimes deliberately kept to stimulate tourism in the hosting community, as the event can enhance appeal, awareness, image and recognition, and thus provide competitive advantages for the hosting community. Increased tourism and revenue may be a consequence of the development of the event into a traditionally recurring event, and with time many hallmark events become synonymous with the host community and its spirit and philosophy, as well as the character of the location and its inhabitants. The host community may gain pride and a sense of prestige and identity by becoming known for their hallmark event. (Getz 1997. 5; Douglas et al. 2001. 356; McDonnell et al.1999. 11, 12)

2.3.3 The Community-based Event

The community-based event is smaller in scale than the Mega or Hallmark event and the market segment it appeals to is also smaller. Community-based events are usually held more frequently than the larger types of event. The celebration of this type of event is typically the way of life within a community or the community's history. These events can range from music festivals and art exhibitions, to fundraising events within a community. The events may become regular, as a community tends to have a desire to celebrate its local talents within different fields. (Douglas et al. 2001. 357)

2.3.4 Classification of Events

To try to classify events is a difficult task because of the immense diversity of events. The figure below is Getz's way of sorting out the major categories and he puts the public types of events in two different columns, and private type of events in to one separate column. Events do not always have to consequently be in one category only, but can fall into two or more categories, depending on the circumstances and aims of the events. Any of the events in the typology table can be

special events, but only the ones in the columns of public events can be 'mega' or 'hallmark' events. (Getz 1997. 6, 7)

Table 1 A typology of events (Getz 1997. 7)

CULTURAL CELEBRATIONS	SPORT COMPETITIONS	PRIVATE EVENTS
- Festivals	- Professional	Personal Celebrations
- Carnivals	- Amateur	- Anniversaries
- Religious events		- Family holidays
- Parades		- Rites de passage
- Heritage Commemorations		
ART/ENTERTAINMENT	EDUCATIONAL AND SCIENTIFIC	
- Concerts	- Seminars, Workshops, Clinics	Social Events
- Other performances	- Congresses	- Parties, galas
- Exhibits	- Interpretive events	- Reunions
- Award ceremonies		
BUSINESS/TRADE	RECREATIONAL	
- Fairs, Markets, Sales	- Games and Sports for fun	
- Consumer and Trade Shows	- Amusement events	
- Expositions	POLITICAL/STATE	
- Meetings and Conferences	- Inaugurations	
- Publicity events	- Investitures	
- Fund-raiser events	- VIP visits	
	- Rallies	

The different types of events that are of public nature are plenty. Cultural celebrations can include events such as festivals, carnivals, religious events, parades, and heritage commemorations. It is not uncommon that the theme of a festival or carnival for instance can be found in other main categories of events, such as arts and entertainment, or sports and recreation. As these events are of the public type they can be of any size, but it is common that they fall within the hallmark or community-based type of event. The same goes for events under the art and entertainment type and such events can for instance be concerts and other performances, exhibits, or award ceremonies. (Getz 1997. 7-11) Collective celebration is the key element of any festival, regardless of theme (Douglas et al. 2001. 356).

The category of events within Business and Trade is broad, and events can be held either as opportunities for trade and retail, or as events for private businesses and association management. Within this category, events such as fairs, markets, sales, consumer and trade shows, expositions, meetings, conferences, fund-raising

and publicity events can be found. Fairs involve productivity and business closely connected to the host community, and many times they feature markets and exhibitions, as well as sales and trade shows. Trade and consumer shows involve specific industries and businesses, and marketing is a common purpose of the trade show. Expositions often feature attention to technological progress and are sometimes also educational. The World's Fair for instance is an exposition on the mega event scale. Conferences are meetings small enough for interaction between the participants, since the purpose is to converse and discuss. Within this category one can also find events for publicity or fund-raising purposes. (Getz 1997. 7, 8, 9)

Sporting events can be put in two different categories in the classification table, because there are sporting events for both recreational and competition purpose. Within the category of competing sports, the competitions can be either professional or amateur, and professional sporting events especially, such as tournaments, championships and grand prix events can be found in all size categories. The recreational type of sports event normally features events where games and sports are played for amusement, without the competition element. (Getz 1997. 7, 9, 10)

The category of Educational and Scientific events include events dedicated to learning, and information and knowledge exchange. Events and meetings with the purpose of training are usually called seminars, clinics, or workshops. Conventions, or congresses, are large meetings where people from associations, clubs, political or religious groups meet under different themes. Symposiums and forums are generally held among academics for the purpose of bringing up discussion on the papers the speakers present. (Getz 1997. 7, 9)

The narrowest category of events is perhaps the Political and State category, even though the events of this nature often make a big impact. Attention from the general public is always attracted to visits by very important persons to political meetings and conventions. Within the Political and State category also fall rallies, inaugurations, coronations and installations, which are more infrequent but usually more colourful and spectacular than other political happenings, and thus attract a lot of attention. (Getz 1997.7)

Events of private nature can be either personal celebrations or social events. Personal celebrations are such events as anniversaries, family holidays and rites de passage, whereas social events can be any kind of private party. (Getz 1997. 7)

Shone and Parry suggest a different way of categorising according to their way of defining special events, which is that special events are occasions out of routine with cultural, leisure, personal, or organisational objectives. According to them, the out-of-routine and daily life aspect in this definition is important, because events need to be differentiated and separable from other activities in order to be special events. Similar to Getz, Shone and Parry also remind that a special event does not consequently fall into only one category at all times, but the event may overlap several categories and this fact needs to be taken into consideration when any effort is made to categorise special events. (Shone & Parry 2004. 3-6)

The suggested way of categorising special events according to Shone and Parry is hence to do it within the four main categories of leisure, cultural, personal, and organisational events. The leisure events category can include events of leisure, sports and recreation; the cultural event category includes ceremonial or sacred events of heritage, art or folklore; the personal events category includes weddings birthdays and anniversaries for instance; and the organisational events category include commercial, political, charitable, or sales events. (Shone & Parry 2004. 4)

This way of categorising is perhaps easier to wrap one's mind around, as there are only four categories compared to Getz's eight. Shone and Parry has one category for personal events just as Getz has his private events, and similar events are featured in both these categories. Differently from Getz however, Shone and Parry has one category for leisure events, where Getz's 'Sports Competition' and 'Recreational' categories both can be joined. Moreover they have one category for cultural events, where Getz's categories of 'Cultural Celebrations' and 'Art/Entertainment' fit in. Last but not least, Getz's categories of 'Business/Trade', 'Educational and Scientific', and 'Political/State' events can all be joined into the organisational events category of Shone and Parry.

2.4   Managing Events

A special event is something that happens, as opposed to anything that exists, and therefore, an individual, or a group of individuals, has to make the special event happen (Watt 1998. 2). A special event is supposed to satisfy certain needs, and the team needs to implement actions to achieve each detail of the needs. The leader of the team will have to create a vision of the event and motivate the team to strive for achieving the goals and objectives set to complete the vision. When realising the event, the team needs to mind the responsibilities towards stake-holders, as well as reveal the character of the host community as an attractive product. (Douglas et al. 2001. 372, 374)

A lot will be required from the organising team to put a special event together. Special events require resources like personnel and equipment, and most importantly time, and these resources will have to be used in the most optimal way, and techniques to ensure that the event will be safe, efficient, and enjoyable will have to be applied. Timing issues should not be underestimated, but full awareness of the time each activity related to the event require, is important. Time is needed for proper planning, arrangements, and realisation of the event, as well as for close-down, and ultimately the evaluation. (Shone & Parry 2004. 64, 88, 91)

Below follows rather a simplified guide describing what needs to be considered when organising a special event, and the complexity of the guide is quite appropriate to a smaller local event, such as a street festival for instance. However, the larger the event is the more complex the managing and operating it.

Watt states that there are a number of progressive stages of organisation that all events regardless of complexity go after, and the following text describes the most fundamental ones (1998. 4). The first section discusses the birth of an event and the matters linked thereto. Next, the planning is discussed, followed by the financial matters, the process of finding venue, managing logistics and how this is related to creation of ambience. Thereafter follow the matters of marketing. The second last section considers how to prepare the operations for the day of the

event, and the last section describes the close-down and evaluation, as well as potential legacies.

2.4.1 Starting off

The first thing to consider when starting the creation of a special event is the people who will be involved. Secondly, they need to invent ideas for the event. Thirdly, a feasibility-screen of the ideas needs to be conducted. (Shone & Parry 2004. 64)

The event may be organised by an already existing group, such as a committee of a club, organisation or agency for instance, who already have structures and resources for start up in addition to multiple and complementing talents for management and production (Getz 1997. 131, 136). However, for many events an *organising team* needs to be formed, and the type of event needs to be considered. Will the event be cultural, leisure, personal, or organisational, and will the organisation be volunteer or professional, or both? The optimal size of a team is said to be around six people in order to maintain good organisation. The team member selection process needs to consider skills and previous experiences, as members should complement each others' strengths and weaknesses. Typical tasks within a team are organising, financing, marketing, resource finding, health and safety, legalities, and recording. The members' levels of motivation and spare time need consideration as well. Effective leadership is the key to the progress of the team's work, as even a small amount of team members can find it difficult to reach unity. Once the team has been formed, it needs to start discussing and brainstorming around the event. (Shone & Parry 2004. 65, 66)

Ideas for events can either come from somewhere else than the event organiser, such as community networks, individuals, and special interest groups, or the organiser needs to invent ideas. Getz explains that regardless of who has the idea, others have to be convinced of it, for the idea to be realised (1997. 132). An occasion for brainstorming may be needed, and it is advised that brainstorming also include consultation with stakeholders separately, or together with the team. The discussion should result in some ideas for the event; creative ideas that according

to the writers need to feel appealing and challenging for everybody in the team. (McDonnell et al 1999. 48)

The ideas should next be feasibility tested. Watt suggests that a number of questions be asked prior to the *feasibility study* and become a part of it, namely why, when, and where the event will be held and what its nature is, how it will be achieved and what it will cost. Moreover, questions asking who will organise, attend, watch, participate in, and pay for the event will need an answer. (1998. 58) Getz maintains that a feasibility study of event ideas is an evaluation of their affordability or profitability, revealing full costs and benefits. He also says it must be a complete assessment of desirability and suitability, revealing the acceptance and support of the events in the host community. He points out that market research is a useful inclusion when forming the concept as it can help tell the viability of the event, revealing market potential including target markets, price consideration, promotions strategy formulation and visitor spending speculations. (1997. 77, 78) Moreover, O'Toole points out that it is important that a feasibility study provides various models for discussion and comparison. (Event Project Management System)

Shone and Parry suggest a three-step screening process for testing the feasibility of ideas; namely the marketing, operations, and financial filters. The first screen, the marketing filter, will identify which ideas are most appropriate to the target market and consider if the ideas are different enough from the ones of competitors. The ideas that pass through the marketing filter can continue through the operations screen, which sorts out the ideas that will never be achievable and those that are in terms of legalities and resources such as location, staff and technology, as well as in terms of whether they require volunteer or professional style of operation. The ideas that have passed through the first two filters can carry on to the last filter. The financial screen should identify the ideas that have the ability to either break even or make a profit, depending on the organisers' financial target. The result might be several feasible ideas or none at all, which leaves the team to decide which idea to go with, or to choose the nearest suitable. Watt implies that the feasibility study should outline the methods of realisation, identify

staff requirements and the time-line for achieving the event, as well as funding should be guaranteed at this stage, and not only probable. (1998. 9, 44, 51) The chosen concept then needs to be reviewed so it still matches the desired event idea before the real planning process begins. (Shone & Parry 2004. 70-77)

2.4.2 Planning

According to Watt, an event can only happen as a result of careful, structured, and logical planning, which according to him, decreases uncertainty, centres attention to goals, and makes operation effective (1998. 8, 25). Planning is probably the most important phase of organising events, as it is directly linked to the success-fulness of the event. Planning can be a tool for better coordination, focus, and ahead-thinking, as well as a means of evaluating and controlling the progress and outcome of the event. Time is an invaluable resource, and Watt believes that it could even be dangerous taking on the enterprise of organising events if time is insufficient (1998. 9). Nevertheless, an event is never implemented according to the original plan and there will always be environmental changes for which McDonnell et al. stress that quick reaction need to be allowed. (McDonnell et al 1999. 58; Shone & Parry 2004. 77, 81, 82)

A draft plan should be created firstly, listing issues identified during the brain-storming process. To systemise the draft plan, the outcome of the feasibility study should be incorporated, along with some important topics, namely the purpose of the event, people involved, what actually will be happening, as well as how, where, and when the event will happen. (Shone & Parry 2004. 84, 85)

Donald Getz implies that if events want to grow and develop, strategic and per-manent planning will have to become the norm, otherwise the team will struggle each year with the planning process (1997. 72, 75). McDonnell et al. break down the planning into two different processes, namely the strategic planning and the operational. The strategic planning is, similar to Getz's definition, the formulation of vision, mission, and objectives and the methods of achieving them, whereas the operational planning process describes the detailed steps of the strategic plan. Op-erational plans can be both single-use and standing plans. Single-use plans are

such that are to achieve a certain objective, whereas standing plans can be reused for recurring events and are made up of methods and standard procedures, policies and rules. (McDonnell et al 1999. 59, 66-68)

According to McDonnell et al., strategic planning starts with the establishment of a *vision* and a *mission*, and eventually the *objectives*. The vision and the mission can be expressed separately or combined, and they should reflect the needs they are to fulfil. A defined mission statement should allow for formulation and clarification of the objectives, i.e. specific, measurable, achievable, relevant, and time-specific objectives. Unambiguous objectives ensure that everyone involved clearly comprehends the event and their roles in it. Watts suggest that the objectives be divided into sub-objectives that can be assigned to individuals or committees as their responsibilities, and thus the importance of teamwork will be highlighted, as the objectives will be interdependent. (1998. 11) The team will find several ways of reaching the objectives during the planning process, but they will need to choose the best course of action. (Shone & Parry 2004. 83, 84)

Special events are complex and non-routine by nature. There will probably be several changes to the plan along the way, due to circumstances like environment and stakeholders, unforeseen problems, or even crises. Getz insists that *contingency planning* is required for the ability to solve such incidents (1997. 75). During the planning process the team needs to envision possible problems and create courses of action for urgent situations. In order to foresee such possibilities, a SWOT-analysis should be carried out in order to analyse the internal and external environments, including available dates and times, competing events, demand and capacity of the market, and potential venues and staff. The material gathered during this assessment should be used in the setting of strategies. (McDonnell et al 1999. 60, 61, 64; Watt 1998. 65) The draft plan together with the environment assessment should then be structured into a proper plan (Shone & Parry 2004. 81, 84, 85).

2.4.3   Finances and the Budget

Awareness of what has to be spent financially is important for any event, and time and effort will be required for planning and control. For a public event, the financial matters become more complex the larger it is, involving studies on financial feasibility based on techniques ranging from cost-benefit analyses to assessments of tourism multipliers. Regardless of the complexity level, the financial plans need to match the objectives of the event. (Shone & Parry 2004. 96, 97)

A budget is a plan described in numbers, as an estimation of revenue generation on the one hand, and expenditures on the other, during a given period of time. It is also used for comparing actual cost and revenue, as well as outcome and performance, with the objectives. A budget will be the organisers' point of reference and a management tool when aiming for a successful event. A cash flow budget is also important, especially for events that entail pre-bookings or investments before any revenues can be generated, as accounts payables and receivables need careful attention t prevent failure. McDonnell et al. note that sponsoring and funding bodies want to see the budget statements before they make any decision of supporting any event financially. Well-kept control over finances is significant for any event's successfulness, and the financial issues need to be recorded during the planning process and the event, and after its close-down. (McDonnell et al 1999. 172; Shone & Parry 2004. 96, 97, 108)

The *expenditure* should be estimated, however not underestimated, through an identification and assessment process. The variable and fixed costs need to be identified in order to make clear where the point of break-even is reachable. In terms of events, fixed costs involve the hiring of venue, staffing, marketing and insurance for instance, while variable costs are e.g. catering, entertainment and accommodation. At the completion of the total costs it is important that all fixed, variable, and other possible costs are calculated and included, in order to give a genuine picture of the cost side of the budget. (Watt 1998. 45; Shone & Parry 2004. 100-104)

Income can be generated in several ways, such as admission fees and activities that generate revenue like raffles and games, guidebooks and brochures, food and sales stalls, merchandise, transport services and car parks, and selling rights for broadcasting for instance. However, this type of income may not mean profit, but may be used for covering costs. Moreover, events organised by governmental agencies may depend on a budgeted part of tax money, and funding for events can be sought at governmental agencies or official bodies, or sponsors. Public agencies and private foundations can make a grant to support a cause. Local governments may give grants to events that advance community spirit and unity (Getz 1997. 206). Funding agencies or local authorities for instance, may be willing to financially contribute to events, as long as the event suits their own objectives or vision. Statements of measured and quantified benefits as well as objective specifications will be needed for sponsorships, as well as philanthropic or other funding. (Shone & Parry 2004. 112-118; Watt 1998. 52)

Special events may attract sponsors if they have target markets in common. *Sponsorship* is an effective tool for promotion of products or services for businesses, and they may get opportunity to be exposed in media. McDonnell et al. point out that sponsorship is never a donation and has nothing to do with philanthropy, but corporations act as sponsors only for commercial reasons (1999. 146). Hard work and time is required for attracting sponsors, as many sponsors are normally unwilling to provide money unless they get something in return, such as fulfilled expectations for support in marketing aims and benefits for their brand, business or image. Support from sponsors may as well be in-kind instead of pecuniary, writes Watt (1998. 51). Sponsorship can be sought in different ways; there are contacting agencies working to match sponsors with causes in need of sponsoring, and bodies related to trade and business whose aim is to endorse commercial organisations in their relationships to seekers of sponsorship or benefaction. Watt however points out that relying on being able to find sponsors is risky (1998. 52). An agreement that ensures benefits for both parties, stating the objectives, people responsible, marketing statements, and budget, as well as an evaluation part for measuring the outcome and impacts of the event is needed. (Shone & Parry 2004. 114-118)

Getz maintains that it is an attraction element that events are free of *admission* charge, especially for locals, and it may encourage last-minute decisions and spontaneous attendance by tourists in the area as well. Such events are typically put on by public agencies or community groups. (1997. 212) However, there are events that charge admission. When the aspects of both cost and potential revenue have been considered and assessed, attendance can be estimated with the help of market research or by comparing earlier or similar events' attendance, and tickets can then be priced. There are events that use differentiated pricing of ticket; however, this is linked to the complexity of the event (Watt 1998. 45). The attendance estimation should be done with a realistic approach; done too optimistically the financial objectives may be difficult to reach. (Shone & Parry 2004. 103)

With the budgeted revenue and costs prepared in detail and approved by both client and organising management, serious preparations can start. McDonnell et al. suggest that the budget be divided into sub-budgets, and each part of the budget needs a person appointed responsible (1999. 172). A system that keeps *control* over what is spent by whom, when and how is important, even for the use of petty cash. Watt states that all financial transactions need to be carefully controlled as an integral part of event management. Control systems should, in order to be efficient, stay flexible and economical, be comprehensible and follow organisational structures, be quick to pick up variations and direct actions for improvement. (1998. 49) Budget control can alert the organisers of unexpected spending, which may well be legitimate, but if not, the organisers have to respond very quickly, as the reason could be theft. The rest of the budget then needs to be adjusted according to the changes. (Shone & Parry, 2004, p. 110-112)

2.4.4   Venue, Logistics and Ambience

Many times, the preparation and development of an event is simultaneous with the planning process, and the further the work progresses, the more resources will be involved. As the budget has been decided upon, preparations will go faster as venues, equipment and services can be arranged. Different kinds of support functions will depend on what the event requires, and they can be organised by the team or be contracted out. The logistics become an important endeavour since

such preparations are crucial for the successfulness of the event, as well as for the ambience of the event. Furthermore regarding atmosphere, the elements of the event, such as the venue, catering, entertainment, scenery, and audiovisuals, should be kept around the theme. (McDonnell et al 1999. 246) Even so, at most events the attendants create the ambience by their presence and involvement. (Shone & Parry 2004. 120, 121)

Finding the *location and venue* is important for the development of the event, and McDonnell et al. imply that the venue is an obvious part of the event's theme, as the ambience or perhaps the natural beauty of the venue, can be utilised (1999. 249). Besides the activity that will take place, logistics and the objectives of the event need to be considered when opting for venue. There may be several attractive choices of venue, in which case the organisers need to check each venue and spot which of them matches the requirements of the event best, is best priced, and is professionally managed. Attention is to be paid to appearance and aesthetics, sound, smell, and cleanliness of facilities and equipments. Shone and Parry believe that the first impression of the organisers is likely to be the same as that for the customers. The better kept the facilities are, the easier it makes the job for the event organising team. The concentration and flow of resources such as equipment, goods, services, personnel, and visitors to a certain place at a certain time is the key to successfulness, and has to be kept in mind when choosing venue. (Shone & Parry 2004. 121-123)

Events need functional *logistics*, and the different elements need to be organised into a system. McDonnell et al. categorise the areas of importance for logistics as supply, transport, linking, flow control, and information networks, and they suggest a logistics system whose elements happen chronologically. Firstly the supply of customers (marketing, ticketing, queuing, and transport), secondly the supply of product (transport, accommodation, and artist needs), and thirdly the supply of facilities (security, power, water, and contractors) need to be handled systematically. When all supplies are organised, the logistics of the event site needs attention, which will include flow of artists, audience and equipment around the venue, as well as communication, amenities, consumables, VIP and media requirements,

and emergency procedures. The final element of the event logistics is the shut-down, which includes removal, cleaning and contract acquittal. (McDonnell et al 1999. 211) The shut-down will be further described at a later point in the text.

Each department of the event organising team will be responsible of getting supplies to the right place at the right time, so to get the whole entity in order. A list of all suppliers and their contact people will be useful, in case of faulty deliveries. A list of alternative suppliers can come in handy in case more serious problems arise with any of the original suppliers. As the venue has been decided upon, official preparation matters such as insurances, licensing and permits can be handled. (Shone & Parry 2004. 124-126, 127)

Legalities such as insurances, permits and licensing, health and safety requirements will most likely be a compulsory undertaking for management. Insurance is crucial for minimisation of legal liability, says McDonnell et al., although it is the responsibility of the event management to comply with and satisfy rules and regulations (1999. 200). The requirements for different licences and permits, and how to and where from to apply for them, need to be clear. Moreover, contracts that state the parties' obligations to each other need to be drawn up with client and venue, entertainers and artists, celebrities and guest speakers, as well as with suppliers, sponsors, and potential broadcasters, as the agreements need to be enforceable by law. (McDonnell et al 1999. 190, 193; Shone & Parry 2004.176-178)

Many an event feature *support services*. In case food will be served, event organisers need to keep in mind that food and drinks make a considerable impression on guests' view of the event. Depending on what venue is used for the event, the types of catering used may differ. Hotel-type venues normally have in-house catering, whereas public halls and sports arenas for instance normally contract out the catering. The advantage of contracting out is that the event organisers do not have to stand for the provision of food and drinks procedure, whereas there may be a loss of flexibility and quality control. Carefully detailed contracts need to be drawn up when using such services. The organiser and caterer need to identify the guest profile and number, timing, and budget. The food needs to suit the type of guests and be of proper standard. The arrangement of the food service outlets

needs to be considered carefully, from the aspect of both the amount of people expected to attend, and the number of those expected to be eating, so that demand can be divided evenly between the outlets. Queuing time needs to be regarded to make sure that everybody will have time to enjoy their meal. Moreover, the event might have a bar, which normally is a paid bar or cash bars. The former type has been arranged beforehand between client and organiser, and the latter simply has the customers paying straight up for what they buy. (Shone & Parry 2004. 128-132, 133)

Not only the food and beverage aspect is contracted out, but as technology becomes ever more sophisticated, hiring skilled professionals in the area seems increasingly reasonable for event organisers. Staging and backdrop may be needed for some events, which can be arranged by a simple screen with a banner and lighting, or be more complex with elements of stage design built with technical expertise. Technology professionals need to cooperate closely with the logistics department. The most common technological matter is audio, which skilfully prepared can be very effective, and often the sound needs to simulate with visual and multimedia presentations, so to enhance the stimulation of senses and create ambience. (Shone & Parry 2004. 134-136)

Lighting is used to create atmosphere and highlight scenery, speakers and performers. Corridors, toilets and other facilities need sufficient lighting so that safety and security can be assured. Clearly lit up emergency routes are necessary in public buildings. Outdoor lighting at car parks also increases visitors' sense of safety and security. Besides food, drinks, and technological features, support services for clearing and cleaning can also be contracted out if necessary, as neat facilities and amenities are important for everybody's comfortableness and convenience, and during the event facilities and amenities should be tidied up on a regular basis. (Shone & Parry 2004. 136-138)

Good *atmosphere* can make an event very successful in the same way as bad atmosphere can cause an event to fail. Good ambience is created through good and sufficient stimuli of visitors' senses and therefore the physical environment of an event is important, which together with the physiological, emotional and cognitive

reactions among the guests, become the ambience. This will affect how the guests interact with each other and how they perceive staff, which also affects ambience. (Shone & Parry 2004. 139-143)

2.4.5 Marketing and Public Relations

Events compete for people's time, money and attention with an endless range of hobbies and pastimes. McDonnell et al. find that marketing efforts are especially important for events, as like other leisure services events are intangible, inseparable, perishable, and variable (1999. 107). Each special event will be marketed differently depending on its individual purpose, objectives, and target markets. Watt argues for the importance of marketing being a method of operation and an approach, rather than just a concept, and there must be a desire to market the event (1998. 60). Getz advises that marketing needs to be a voluntary and mutually beneficial exchange process both for consumers and producers (1997. 249). Market research and competitor analysis will be useful at this point and the feasibility study should have given the team a platform, from which to develop the marketing activities in detail. As there are limited amounts of money, people and time for marketing, it needs detailed planning in order for resources to be used to their full extent. Budgeting and scheduling of the marketing activities is a necessity. (Shone & Parry 2004. 144, 145)

Getz suggest *market research* to be done in order to understand the consumers and to be able to intelligently match marketing of the product with them (1997. 272). McDonnell et al. suggest doing market research, as high quality data lowers the risk of the marketing to fail. Watt points out that market research may also be helpful in planning effective marketing strategies and analysing the successfulness of the marketing efforts (1998. 64). Event marketing research can be done in several ways, and McDonnell et al. suggest four such ways, namely market analysis, consumer research, promotion studies and performance evaluation. Market analysis measures the market volume and the size of the target market and is used for marketing planning. Consumer research is quantitative measurements of the attitudes, awareness and profiles of customers, and qualitative assessments of needs and perceptions among customer, and this type of research is used for segmenta-

tion and positioning. Promotion studies are measurements of the customers' response to all the different marketing communication types, and are used for adjusting the efficiency of communication. Performance evaluation measures the customers' satisfaction, and is used as a control device. (1999. 132) A good market research along with previous knowledge will help identify target markets that are relevant to a particular event. The needs of the target groups have to be established in order to plan how to meet them. (Watt 1998. 65)

Marketing needs to be aimed at the *target market*, meaning the potential attendees. McDonnell et al. imply that identifying of target markets is done by segmentation, namely geographic, demographic, socioeconomic, and psychographic segmentation (1999. 117). Segmentation makes reaching the target markets easier for the organisers, as well as it facilitates price differentiation. According to Shone and Parry, the team needs to determine whether the target market is a specific group or the general public, and whether groups of special interests can be attracted. The physical area and the population from where an event may attract visitors, is called the catchment area. The importance of an event usually determines the catchment area of the target market, which grows in relation to the size of the event and links the complexity of the marketing directly to the complexity of the event. The outer limits of the catchment area are determined by the travelling time, rather than distance, to the site of the event, which affects the size of the target market as well. (Shone & Parry 2004. 144-147)

Knowledge about the target market enables the organisers to reach and influence it, in terms of raising *awareness* of the event and convincing potential attendants to go. An understanding of the buying habits and process among the target market should be a help when opting for ways of marketing communication. As most events are one-time and unique happenings it is difficult to market them, and the people considering going to the event usually need some form of assurance that the event is worthwhile visiting, which is many times word of mouth. However, word of mouth may not exist for one-off events, and thus event marketers will have to rely on the quality of other forms of marketing communication. When there is awareness, desire to attend the event should be created, which should be

done by convincing people that the event can fulfil their needs, as the purpose of marketing is also to set a certain level of expectations. The event should satisfy the expectations, so to leave visitors with a good, or better than expected, impression of the event. Watt says that customers will be keen on how they are treated and on what services and facilities will be available, and thus customer care needs to be effective from the point of when the customer arrives. Obviously, customer care is important and everybody involved in organising event need to take it seriously and aim for exceeding customer expectations, and if the event attracts no customers the event is a waste of effort, time and resources. (1998. 61, 62) Moreover, McDonnell et al. point out that customers' perceptions are based on technical and functional quality of the experience, as well as other external factors. (1999. 124, 125; Shone & Parry 2004. 149-153)

The marketing of recurring events can be quite straightforward, as it is based on already existing experiences and knowledge. The challenge will be to turn existing visitors into repeat visitors and to attract new ones. Records on attendance information can be a help in encouraging repeat visits. For accurate comparisons between years, the same information should be collected each year. The facts recorded can for instance be visitor number, and if resources allow, visitors' place of origin and means of travel, spending and using patterns during different times. Such information helps identify strengths and weaknesses of both the event and the marketing of it, enabling future improvements. (Shone & Parry 2004. 158-163)

2.4.6 Preparing the Event Operations and the Team

With genuinely realisable objectives, especially in terms of finances, staffing, and time, techniques for management such as work breakdown, identification of critical responsibilities and external reliance in the planning, along with risk analysis, can be adopted. (Shone & Parry 2004. 166)

Some things may not go as planned, and thus *risk management* is an important issue. Getz defines risk management as a process of prediction and prevention or reduction of potential costs, losses or problems for the event and its organisers,

partners, or visitors. Risks may be financial or arise in terms of organisational viability, or health and safety, and result in losses or be damaging to the viability if the organisation, or in inconveniences and unpleased customers. He also maintains that typically, analyses and common sense can identify risks. (1997. 241) Most risks are small and will not cause any larger impact, but will however need to be managed. According to McDonnell et al. risk management may need attention within administration, marketing and PR, health and safety, crowd management, security, and transport, and it needs to start with raised awareness within the team. A risk analysis should consist of identification, evaluation, control mechanisms, reviewing and recording. A risk analysis will identify possible threats and facilitate the planning of prevention and minimisation of them, but also facilitate the planning of solutions for emergency situations. The risk analysis should be integrated into the event plan. Adequate training of all staff, as well as systems and procedures for emergencies are crucial, as a safe environment for all people involved at an event is essential. Precautions range from first aid staff to cleared emergency access routes, to comprehensive disaster plans, depending on the complexity of events. (McDonnell et al 1999. 198-200, 228; Shone & Parry 2004.168-174)

A *work breakdown* shows the team the different activities having to be done for each job component, and by whom, in which order, and the time it will take to do them. Critical activities need to be taken care of first. These will become evident in the work breakdown, as will the tasks that need to be done in order to deal with the critical activities. Only after dealing with the critical activities can the realisation of the event continue. (Shone & Parry 2004. 166, 167)

Every event is unique, although the core services of an event are fairly universal, namely administration, finances, marketing, visitor and support services. These functions can be divided into further organisational departments, and this structure of organisation makes up the framework within which the services and activities function. *Staff* can be both paid and voluntary. Normally, when a special event is organised by the tourist department of a town, management is likely to be its members, while other staff involved normally are contractors, performers, spon-

sors and volunteers. Management needs to know the budget available for staffing and decide on the level of professionalism that can be afforded accordingly. The size of the event, the balance between the different types of staff, and their expertise, will have an impact on how big workforce is needed. Awareness of peaks and plunges in demand are important for the scheduling and locating staff. Nevertheless, a certain amount of staff always needs to be present; somebody needs to deal with quiet days, and the busier event, the more staff it requires. Organisational structure is essential for the operation of a successful event, and the team will need to rely on each others' skills across the departments of different core services. (Shone & Parry 2004. 189-192, 199-204)

As the day of *the event* approaches, people, equipment and supplies should be in order. Everybody who is part of the workforce needs to be appropriately briefed right before the event so they can be efficient in their job. The leader of the team needs to be good at communicating and delegating as the situation can be in a constant state of flux. The team members should be equipped with mobile phones, so they can reach each other at all times. A controlled system for delivery acceptance should be established. The transport and transfer of people may be an important issue, which is either arranged by the organisers, or people use their own means of transportation, which requires adequate and convenient car parks. Access for the mobility impaired should always be arranged. The staging might require several days to assemble, and logistics are to be impeccable when undertaking this activity. With all equipment being in its proper place, the cleaning, support activities, and signing is to be done, as proper signing at the venue is important, for both informational and emergency purposes. Hopefully, the event will pass without any misfortunes, as the reactions of media may cause severe damage to the reputation of an event. (Shone & Parry 2004. 181-187, 208-213)

2.4.7 Close-Down, Evaluation, and Legacy

A close-down of an event has both physical and administrative aspects. The physical close-down will involve the taking apart and removing of the equipment, whereas the administrative side of the close-down will involve filing, completion of accounts and paying bills, and collecting feedback. Proper evaluation should be

done, both from the point of view of the visitors and of the organising team, so to identify matters to improve for future editions. Events may leave legacies after, either planned and intended, or unintended. (Shone & Parry 2004. 214)

The physical side of the *shutdown* is the most noticeable one. A big clean up and clear up will take place, and the removing of the event should practically be the same activities of the set up, only reversed. McDonnell et al. observe that the shutdown is prime time for security, as the movement of equipment and vehicles can provide a cover for theft (1999. 229). Careful thought about what is removed first and last is important, especially when it comes to the utilities, as the using of them might be needed to the last moments. Basic equipment, such as brushes and mops, should be stored beforehand for an efficient clean up. (Shone & Parry 2004. 215-217)

The administrative side of the close-down will involve picking up comments and noting down verbal feedback, but also the settling of accounts and bills, acquittal of contracts, along with an evaluation of how contractors and suppliers have done their job. The outcome will show the successfulness, in financial terms especially. Copies of the accounts should be included in the event history file for reference and help in planning new editions in the future. (Shone & Parry 2004. 218)

Getz claims that the planning and marketing processes are steered by *evaluation*, and the reasons for evaluation are identification of and finding solutions for problems, improvement of management, finding out the value of events or their programmes, measurement of success, failure and impact, identification of costs and benefits, satisfaction of sponsors and stakeholders, as well as gaining credibility, acceptance, or support. Evaluation can help events grow and become more sustainable or adapt to changes, as it assesses effectiveness, meaning goal attainment, and efficiency, meaning the use of resources, are measured during evaluation. (Getz 1997. 331, 332)

The evaluation procedures are data collection, observation, feedback meetings, and surveys and questionnaires (McDonnell et al 1999. 274-279). A post-event session for interested stakeholders should be kept shortly after it has taken place

to evaluate the event. Sufficient information is needed in order to identify problems and thus be able to solve them or prevent them for recurring at future editions. The value of an evaluation should not be understated, as it will be useful for planning events in the future. Management of a recurring event is a cycle of planning, implementation, and evaluation, imply McDonnell et al. and according to them, events should be evaluated throughout this cycle as pre-event assessments, as monitoring during implementation, and as post-event evaluation. Watt suggests calling the post-event evaluation summative and the monitoring during implementation formative evaluation, and he claims that all possible methods for evaluation help the project stay focused (1998. 75). The two main questions of an evaluation are whether the event met its objectives, and where improvements can be made. The objectives set prior to the event are to be compared to the outcome of the event. Research is needed for analysing visitor satisfaction, and it should point out critical satisfiers and dissatisfies and result in an analysis of the visitors' perception of the event. However, the evaluation needs limitations as it is impossible to achieve complete satisfaction for everybody in every aspect. (Shone & Parry 2004. 220-224)

Some events leave either physical or social *legacies*, or both, and can contribute significantly to the cultural, economic and social wellbeing of a community. McDonnell et al refer to them as either tangible or intangible *impacts*. The different impacts of an event may be both positive and negative. Physical and tangible legacy can be economic cost and benefits for instance, as well as buildings and facilities, left for re-use and regeneration in new ownership, perhaps for creating employment and other development results, such as public spaces, parks, and nature reserves. The knowledge about the utilities, environment and nature, along with problems and limitations of the physical legacy is also to be handed over. Some physical legacies become facilities for use for future events. (Shone & Parry 2004. 225, 226; McDonnell et al 1999. 280; Douglas et al. 2001. 364)

Economic benefits are the variable by which the success of an event is typically measured. Visitor spending creates economic benefits in the region, as money circulates through the community; also called the multiplier effect. The benefits

may be income and employment for local businesses and organisers, or improved business and investment chances, as well as revenue for the government. The entire community should benefit from hosting events, which means that event organisers should take measures to avoid leakage already at the planning stage. A negative economic impact that might strike the locals is increased prices, and instead of directing resources into benefiting the community, they may be given to infrastructure for the event, for instance. (Douglas et al. 2001. 364-365)

Environmentally, events may impact both natural and built environment. Negative impacts of events on natural environment can range from destruction and degradation of animals, habitats, plants, soils and unique habitats, to pollution of land and water, as well as erosion and vandalism. Effective planning and management of crowd movement in the place of the event is crucial in order to minimise the negative impacts on natural environment, as is planning of waste management. However, there can also be positive impacts on the environment. Better awareness and education of the importance of natural environments can come out of events, which can lead to protection and preservation of certain unique environments. For the built environment, events may lead to improvements of infrastructure, amenities, gardens and parks for instance. On the contrary, events can also affect built environment negatively, in cases of vandalism or damage of public places and facilities. Buildings and signage may spoil landscapes. (Douglas et al. 2001. 365-368)

Some events leave social legacy or intangible impacts. The image and awareness of an area or tourist destination may be enhanced. Social integration of an area may be improved and wellbeing, confidence and pride of a community may be boosted. Social legacy may be even more positive in the long run than physical legacy. (Shone & Parry 2004. 227; McDonnell et al 1999. 280)

Events are often celebrations of creativity and cultural uniqueness, local customs, lifestyle and talents, and can thus have significant cultural impacts. Preservation and revitalisation of unique cultures and traditions can be promoted by events. However, commoditisation of culture happens when the impacts of events have gone too far and the activities of the community are changed to suit the expecta-

tions of tourists, which may cause communities to lose parts of their heritage. This may lead to the activities of the community losing appeal among tourists, as the activities start seeming inauthentic. It is important that cultural integrity is prioritised before the needs of tourists. (Douglas et al. 2001. 368)

Social impacts can be changes in value systems, behaviour patterns, structures of community, ways and quality of life in host communities, both collectively and individually. On the positive, events may enhance identity and pride for a community. On the negative, the way of life for locals may be disrupted because of noise, litter, congestions, crowding, vandalism, crime and general bad behaviour. This can cause altered values and morals, social instability, and a lessened sense of safety and security for locals. Tourism may worsen such a situation, and the worst case scenario would be the locals emigrating. (Douglas et al. 2001. 369)

Some events are intended to impact politically and challenge political perspectives, attitudes or norms. Events celebrating alternative lifestyles, such as gay pride parades, intend to challenge traditional norms and attitudes and inform about alternative ideologies or ways of life. Politicians also use events as opportunities to enhance their profile and image, as well as for enhancing a destination's prestige. (Douglas et al. 2001. 369-370)

Moreover, events may have an impact on the tourism environment. Events can be a feature in the marketing of destinations by being mentioned in tourist information and brochures. Events may well have the ability to mitigate the effects of seasonality in some destinations. (Douglas et al. 2001. 370)

3   EMPIRICAL STUDY

In this part of the thesis, the empirical study is presented. Firstly, the research method of choice that will be applied in this study is described. It is followed by a description of the design of the questionnaire and a description of the implementation of the research. Thereafter, the results of the research are presented, followed by a discussion of the research results and conclusion.

3.1   Research Method

The choice of suitable research method is part of planning and designing a research project. Ritchie et al. maintain that qualitative research is commonly preferred within social sciences, and thus also within tourism (2005. 99). The choice of research method lies between quantitative and qualitative methods. In this research, the qualitative method is preferable and will be applied.

3.1.1   Qualitative Research and In-depth Interview

The qualitative research method is used for gathering a large amount of information from a relatively small amount of people, whereas the quantitative research method is used for gathering a relatively small amount of information from a large amount of people. The qualitative method is used for gathering information that can describe something and yield knowledge, understanding, and learning of situations, behaviour, or attitudes. Finn et al. write that the complexity of reality can be examined with qualitative research, since questions can be raised that may not be possible in a quantitative research. According to them, the characteristics of qualitative research are the emergent design; the usage of words rather than numbers; the natural, interactive and personal setting; the intuitive process of research; and the fact that qualitative research develops theory rather than confirm it. (2000. 8) It is believed that letting people who are personally involved in a certain situation describe it and give details in their own words, is better than having them explain it under the constraint of a research framework, as in the form of a structured questionnaire. Qualitative research may potentially be used for developing

hypotheses about behaviour and attitudes for larger-scale qualitative researches, or facilitate quantitative research projects. (Veal 2006. 193, 195)

The different methods of qualitative research are commonly in-depth interviews, group interviews, participant observation, text analyses, biographical methods, and ethnography. In this thesis, the semi-structured in-depth interview will be applied.

In-depth interviews can either be semi-structured, unstructured, qualitative or exploratory (Finn et al. 2000. 75). What characterises the in-depth interview is the number of respondents involved, its structure, depth, and length. The subjects of the interview are typically quite few, and the information acquired from each normally varies significantly and complexly; each interview is a different story. An in-depth interview is not quite as structured as other forms of interviews. Normally the interviewer has a checklist of topics to bring up and let the interviewee speak around. The topics of the checklist should be based on the theoretical framework of the research project. The interviewee is typically encouraged to speak openly and explain the matters brought up, and the interviewer seeks to investigate the matters on a deeper level than is common for an interview based on a structured questionnaire. During the interview the interviewer needs to manage not to lead the respondent, but let him or her speak as freely as possible around the topics; keeping up a friendly conversation atmosphere but not influencing the subject at the same time, by agreeing or disagreeing for instance, will be the challenge for the interviewer. Commonly, in-depth interview lasts at least half an hour up to several hours, and there might be several interview occasions. (Veal 2006. 197-200) The disadvantages of this type of interview can be the reduced comparability, and the fact that the quality of data depends on the interviewer's communicating and listening skills. (Finn et al. 2000. 75)

Tape-recording of in-depth interviews is common and useful, but it always has to be done with the interviewee's consent. Verbatim transcripts of interviews will be more helpful for a methodical analysis of the interviews than notes will. Transcripts and tapes ought to be confidential and secured. (Veal 2006. 200)

As the aim of the research is to find out how the Tomatkarnevalen event is planned, prepared, organised, run and managed, the preferred research method is the qualitative one. The information cannot be obtained through quantitative methods because the sample would be too small as there are only a few people involved in the work behind the event. Moreover, the research needs to obtain such deep-levelled information that cannot be acquired by structured and prede-termined questions, as is the standard for quantitative research.

3.2   Questionnaire Design

When designing the questionnaire for a qualitative research, and particularly for a semi-structured in-depth interview, the challenge is to create a checklist of themes or topics to let the respondent speak around. More specifically, the themes should not be further elaborated, but be a list of key words for reminding the interviewer of which topics to bring up and stick to. Purposely formulated questions should be avoided, as the intention is to let the interviewees freely speak their minds around the topics.

The questionnaire for this study will be a checklist of topics, containing the themes that can be derived specifically from the "Managing Events" part of the theoretical framework. Each theme of the checklist corresponds to the topics de-scribed in the "Managing Events" part, and the sub-themes under each main theme of the checklist correspond consistently with the subtopics revealed in the theory.

The first theme of the interview checklist is the start-off, which is broken up into the subtopics of *team*, *idea* and *feasibility study*. The planning is the second theme and it is subdivided into the topics of *vision*, *objectives*, and *SWOT-analysis*. The budget theme is split up into the subtopics of *costs*, *revenue*, and *sub-budgets*, and the venue, logistics, and ambience theme is divided into the topics of *location*, *logistics*, *legalities*, and *atmosphere*. The fifth theme is marketing and it is broken up into the topics of *marketing research*, *target groups*, *awareness, expectations*, and *customer care*. The sixth theme is the preparations work and it is divided into the subtopics of *risk analysis*, *work breakdown*, *personnel*, *the event*, and *other*

practical details. The last theme of the interview questionnaire is the shutdown and is broken up in subtopics of *close-down*, *evaluation*, and *legacies and impacts*.

3.3   Implementation of the Research

The interviews were all conducted in Närpiö between the 29th March and 8th April 2010, and each interview was kept at the interviewee's location of choice. The sample for the research consisted of six people, who are in one way or another involved in the work behind the event Tomatkarnevalen. Three of them are representatives of the committee of Tomatkarnevalen, one represents the technical board of the municipality of Närpiö, one respondent represents the Vegetable Producers of Närpiö, and the last one represents one of the town's key local hospitality businesses. Two of the respondents were females and four of them were males. A pilot study was conducted to the extent that the author asked another person to review the checklist of themes and tell if it was comprehendible.

3.4   Results of the Research

The results of the research, namely what was brought up during the interviews, will be presented theme by theme below in the same order as the themes of the "Managing Events" part in the theoretical framework appear.

3.4.1   Starting Off

The subthemes were *team*, *idea*, and *feasibility study* in this theme of the interview.

The majority of the respondents agree that the *team* behind the event is mainly made up of the committee of Tomatkarnevalen, namely representatives of the municipality of Närpiö, representatives of the Merchant Association of Närpiö, and representatives of the Vegetable Producer Association of Närpiö. Naturally, the respondent who represents the hospitality company describes the team as consisting of the personnel of the company. One respondent adds that there are representatives from the local business centre called Dynamo, and yet another adds that other interested people are part of the committee as well. Several of the respon-

dents say that the team is too loose an organisation; one respondent claims that the team still needs to be complemented, and yet another respondent states that the present organisation is untenable.

Most of the respondents describe the team as having no clear leader and that the total responsibility is not appointed to any particular person. One respondent regards the leader of the event organisation to be the municipality of Närpiö. Two of the respondents bring up the fact that there has been one person who has had the managing of the event as a job, and thus has also had the main responsibility of the event. However, this person does not have that position anymore. The respondent who represents the hospitality company tells that two people of the personnel share the leadership during planning and operations. Most of them agree that there are different, but equally important areas of responsibility appointed to certain people of the team, depending on their personal interests, experience and knowledge. Teamwork is important, two of the respondents point out.

The respondent representing the hospitality company explains that additional staff is brought in for the operation on the actual time of the event. The other respondents explain in different ways that the members of the team are exchanged every now and then, and one respondent claims that only purely interested people tend to become members. As a matter of fact one respondent is a relatively new member, and another respondent says that the team has been joined by new members in the recent couple of years. Two of the respondents declare that a person needs to be hired on a part-time basis.

The *idea* for Tomatkarnevalen firstly came out of wanting to have a summer event that would highlight the uniqueness of Närpiö as being an important actor in the vegetable production sector. The idea of keeping a dance to coincide with Tomatkarnevalen appeared in 1993-4 for a local hospitality company, and the idea was realised in the same years. Today, ideas for specific additions or changes generally come from the general public; something all of the respondents agree on. Some of the respondents say that the members of the committee also propose ideas, and one respondent adds that ideas have come out of brainstorming sessions as well.

The general opinion on *feasibility study* is that a proper such is not made, nor has one ever been made, and according to one respondent the reason for this is that there are no resources to make a proper feasibility study. However, the majority of the respondents tell that ideas are discussed in terms of their feasibility during meetings. Moreover, one respondent answers that the experiences from the previous year's event and the evaluation and feedback of it, can be seen as a feasibility review for the forthcoming edition.

3.4.2   Planning

The subthemes within this interview theme were *vision, objectives,* and *SWOT analysis*.

The organisers of Tomatkarnevalen do not have a common and clearly stated *vision*, nor have they ever had. This becomes clear when asking the respondents about the vision, and several of them claim that it is difficult to have a vision because of the economic aspect of the matter. However, each respondent expresses their views on the future of the event.

The respondent representing the hospitality company nevertheless states that the company has a little vision regarding the event, and that is because of the fact that the site will probably change physically in quite a near future, and thus a slightly different arrangement could become reality. However, things are still so uncertain that a vision and mission statement has not yet been made.

Two of the other respondents feel that the size and scope of the event is good as it is, and that it would be too daring to make any long-term future plans. Yet one of these respondents says that there are possibilities to expand and develop the event if only the economic aspect would allow for that. Another respondent claims that event could grow, and according to this respondent, further rearrangements for making the event area more centralised, along with development of the infrastructure, would be parts of that vision and mission.

One respondent tells that with the relocation of the event area last year, the aim is to develop the event area to an optimal extent and develop the support activities,

although there is no clear vision for this. The same respondent says, that in order to have a mission, the different areas of responsibility would have to be more clearly divided, and that local associations would need to be more involved in the event in order for anything to be able to be developed. Two of the respondents highlight the fact that there is a need to hire a person for any such developments to ever be possible.

The *objectives* are divided between the different areas of responsibility, and everybody already knows what their task is. Two of the respondents state that one major objective of the 2010 edition is to hire a person that will responsible for the administrative planning of the event. Other objectives listed by the respondents are to keep up the standard of the programme as well as of the supporting activities, to further develop the Food Party and the event area, and to attract the same amount of visitors as previous years or even more.

All of the respondents agree that no *SWOT analysis* is done for Tomatkarnevalen, nor has one ever been done. Two of the respondents claim that there are no resources for such a task to be done, just as there are no resources for a proper feasibility study. Most of the respondents however claim that the strengths and weaknesses of the event are discussed and analysed internally and informally at meetings, but that none of that information is put to paper. One of the respondents says that it would be good to have a SWOT analysis done, but is afraid that many things, for which there are no economic resources, would appear in it.

3.4.3 Finances and the Budget

The subthemes of this interview theme were *cost*, *revenue*, and *sub-budgets*.

There are plenty of *costs* for putting together Tomatkarnevalen. The respondents all quite agree on which they are; the largest cost being the security guards and the marketing. All the permits and licences needed to keep the event is another cost, and so are the services that need to be bought in, namely cables and electricity centrals, performers, audio and lights technology, sanitary conditions and portable toilets, street cleaning, and the tent for the Food Party. One respondent says that it is the task for the organisers to find the most affordable suppliers of such services

for the event. The respondent representing the hospitality company explains their costs as consisting of the tent that is built on the site, the performers, permits and licences, security guards, and personnel.

All costs listed by all the respondents are fixed, i.e. the costs have to be paid regardless of how many visitors show up. The variable costs are obviously a matter for each individual seller of merchandise, food or beverages, whatever their inventory consists of. But as the target group of the interview is the organisers, and not the sellers, only the fixed costs involved in the event will be revealed.

The *revenue* is generated by receiving grants from the municipality and the foundation "Svenska Kulturfonden"; the grant from the municipality being reserved for the marketing efforts, and the other grant being reserved for the stage programme. Another grant is given by the Vegetable Producers Association in the shape of the profit they make from selling products at their "Tomato Table". Another source of revenue is the leasing of market stalls to the market sellers. All of the respondents agree that these are the main sources of income, and they tell that there are no real sponsors, except companies that contribute with in-kind sponsorship. The stage for instance, is provided as in-kind sponsorship from one local company.

The hospitality company generates its revenue from charging admission and the selling of food and beverages. Its sponsors are some of the major beverage companies of Finland, sponsoring the company with fridges and other bar equipment during the event.

Several of the other respondents agree that sponsorship is an issue that could be developed, although one respondent claims that it is hard to see the benefits of sponsorships, especially from the enterprises' point of view. Two of the respondents nevertheless point out that one company monetarily sponsored the event last year. The same respondents say that more sources of income found need to found, and one of them mentions the idea of making an advertisement paper, where the committee would sell space for businesses to put adverts.

All of the respondents agree that there is only an overall budget for the event, and the hospitality company uses its overall budget as well, without having a particular part of it reserved for the event. According to the majority of the respondents, the reason for not having *sub-budgets* is that the experiences from previous editions allows for everybody involved to know what the costs and revenues are approximately. However, the grants given for the stage programme and the marketing can be seen as sub-budgeted money, one of the respondents points out.

The respondents also agree that everything that goes in and out of the budget is continuously documented in the shape of bills and quotations, and that the budget is controlled that way. It happens that unexpected spending can be seen in the budgets and normally the bills have to be double checked in such instances. It could be that a supplier turns out to be unexpectedly expensive, one respondent points out. For real unexpected situations there are reserve budgets, another respondent claims. However, two of the respondents assert that there have been no illegal disappearances of money.

3.4.4 Venue, Logistics and Ambience

The subthemes were *location*, *logistics*, *legalities*, and *atmosphere* within this interview theme.

The *location* of the event is decided by the committee. One of the respondents tells that the location of the event has been changed several times, and that the organisers are trying to find the ultimate spot. All of the respondents tell about how the location was moved last year to be centred at the town square. Using this location is a step on the way to finding the optimal event area. One respondent tells that as the construction of buildings and facilities have developed in the town centre, it has allowed for the event to move to a better location. The placement of the stage has become better with the new event area, as well as the negative impacts on the businesses located in the centre have decreased.

One respondent says that the location also depends on the benevolence of the businesses located within the area of the event; whether they let their property be used for the event or not. However, one of the respondents claims that having the

event located in the town centre is natural, and the event area is near to cafes, bars, the hotel, and the restaurants. These businesses can all benefit from Tomat-karnevalen attracting more people than normal to the town. Moreover, the respondent lists other facilities located close to the event area that can be utilised for support activities during the event, such as the youth house, the library, the old town square, the river, the park and the football ground.

The majority of the respondents tell that little planning is done concerning the *logistics,* as everybody involved in the arrangements of setting up the event already know what needs to be done and how to do it through experience. However, a discussion is held beforehand to update new information. One of the respondents points out that a trainee planned the new event area for last year and that it was done in cooperation with the technical board of the municipality.

The respondents agree about the different parts of the logistics matters being divided between the different responsibility areas of the committee, and the services that are bought in are taken care of by the suppliers who bring a particular service. All of the respondents mention that he main safety and security requirement to be handled in the planning is to have a rescue plan produced, which clarifies the rescue routes of the event area and where fire extinguishing equipment is located. This is done every year in cooperation with the local rescue services, which need to approve the plan.

The respondents tell that the technology matters, such as audio and lights, as well as electricity supply, are taken care of by their respective suppliers, who are in turn advised by the organisers where to install their equipment. Other suppliers of services apart from electricity, audio and lights that the respondents list, are cleaning and clearing services, marketing, the stage, sanitary services, and security guards. The respondent representing the hospitality company also mention food and beverages as the main supplies apart from the tent suppliers, who also bring the dance floor, stage, tables and chairs, and toilets.

The *legalities* that are to be in order for the event to be able to take place are quite many, and according to many of the respondents, the application process for most

permits and licences is something that is becoming increasingly time consuming and bureaucratic every year. All of the respondents say that the event has a liability insurance covering any possible occurrence. One of the respondents adds that the people on the team who are hired by the municipality are covered by their workplace's insurance.

All of the respondent list the permits and licences needed for the event being the general permit granted by the police, a street closing permit granted by the Road Administration, noise permit, and lottery permits. The licences needed are the licence for serving alcoholic beverages and food hygiene licence, which is on the responsibility of each individual provider of such products to have in order. Moreover, one of the respondents adds that the lottery permit is on the responsibility of each actor that intends to keep a lottery or raffle. The respondent representing the hospitality company also mentions that the company needs a construction permit to be able to raise the tent.

The majority of the respondents explain that contracts are not drawn up for anything else than the performers, although not with all of them. One respondent however tells that the markets sellers are given a receipt of the market stall they lease, which can be seen as a type of contract. Another respondent says that the quotations given by suppliers function as a contract as well.

The *atmosphere* which is so typical for the event is partly created by the closing off of the main street. Research has shown that people are of the opinion that it would be unacceptable if the main street was not closed off during the event, as it is so important for creating the right atmosphere; this is told by one of the respondents. However, the biggest contributor to the ambience is the fact that Tomatkarnevalen is a social forum where people expect to meet friends and relatives and enjoy time together. Many locals who live in other countries and towns plan their holidays according to the time of the event; this is something all respondents agree on.

Several of the respondents also mention that the performances, food, and beverages also contribute to a good atmosphere, and one respondent says that func-

tional logistics is important as well, as people need to be able to move around the area and have access to sanitary services, information, and parking. Another respondent claims that the ambience could be enhanced even more by highlighting the theme of the event, namely the tomato. Two of the respondents also maintain that good weather is a contributor to good atmosphere, yet not as important as the social factor is.

3.4.5 Marketing and Public Relations

This interview theme contained the subthemes *marketing research*, *target groups*, *awareness, expectations*, and *customer service*.

All the respondents give the unanimous answer that no marketing research has ever been done. The reason for that is, according to one of the respondents, the fact that there are no resources for it, or more specifically, there is nobody that will take on the task. Two of the respondents believe that marketing research is unnecessary, as Tomatkarnevalen's visitors are mainly repeat visitors. When dealing with the marketing efforts for the event, the team uses the experiences gained from the marketing of previous years' editions, and this is something all respondents agree fully on.

The question of who the *target market* for the event is something that all the respondents agree on as well, except the respondent representing the hospitality company. The company's target group is everybody above the age of eighteen, whereas the target group for the rest of the event is people of all ages. All the respondents tell that the target market is mainly found in the town of Närpiö, but the emigrants returning home for their holidays are also an important target group. A smaller target market is the people living in the surrounding towns within the same region. One of the respondents says that Tomatkarnevalen could become a stronger event by featuring something that aims at special interest groups or at youths and students residing in other places who are visiting home during the event. Another respondent suggest that something should be done to attract even more people from the surrounding region outside the town of Närpiö.

The marketing efforts done for creating *awareness* around the event among the target markets are mainly advertisements in the local newspapers, which is something every respondent asserts. Moreover, the respondents list road signs, event calendars, flyers, the website, and publicity stunts as being marketing activities for the event. One of the respondents also mentions that publicity in the local TV-station, newspaper, and regional radio station is sometimes used as marketing activities as well, as there is usually a press conference held just before the event. Another two of the respondents maintain that the website of Tomatkarnevalen is in need of improvements.

The general view among the respondents on visitors' *expectations*, is that there is little to do marketing-wise to create any special expectations. The reason for this is alleged to be the fact that the biggest expectations of the visitors are to take part in a social happening where people get together and enjoy each others' company, which is a thing that the organisers can do little to affect. However, two of the respondents mention a few things that can be done to create some expectations, namely to release the date of the event as early as possible, and to highlight it in the advertisement if a certain performer will be on stage.

When asked about what is done to exceed visitors' expectations, the respondents' typical answer was that nothing such can be done, mainly because of a lack of resources. Two of the respondents point out that in order to exceed the expectations a lot of development is needed for the event, as well as for the support activities, and that the optimal concept is still to be found.

The respondents seem to have quite different opinions on the matter of *customer care*. Some of the respondents maintain that things are done for those who are new to the event and the town, such as answering questions and providing information. Other respondents claim that customer service is not as much an issue for the organisers as it is for the market sellers and representatives of associations, who exhibit themselves at the event.

3.4.6 Preparing the Event Operations and the Team

The subthemes within this interview theme were *risk management*, *work breakdown*, *personnel*, *the event*, and *other practicalities*.

The respondent representing the hospitality company claims that *risk management* is applied when opting for performers, as the cost for performers needs to be in proportion to the expected number of customers, so that profit can be made. The other respondents claim that no actual risk analysis is conducted, although risks are kept in mind. One of the respondents says that insurance covers financial failures and that there is a reserve plan for everything, and another respondent states that financial risk is not taken into account when it comes to performers, but that all market stalls have to be leased in order to avoid financial risk.

Two of the respondents maintain that risk is managed by closing off traffic around the event area before the set-up begins, and that all sellers and associations need to make sure they avoid accidents when they assemble their stalls. Another respondent says that the requirements concerning the handling of food stuffs are also part of risk management. One of the respondents states that well planned logistics should be a part of risk management. Yet another respondent is of the opinion that risk is managed since the authorities are involved in the planning of the logistics of the event, and whose requirements on safety and security increase each year. The precautions taken for emergency situations are that the Red Cross group patrolling the area has a network of contact persons, and that the procedures for emergency situations are described in the rescue plan, explain two of the respondents. The majority of the respondents state that there is no disaster plan worked out for the event.

The *work breakdown* in the case of Tomatkarnevalen means that everybody involved in the organising knows what to do, both in preparations and operations. All respondents agree on this matter, and the order of the work being undertaken on the day is also something that the respondents describe in the same way. The respondents explain the work being broken up between different areas of responsibility.

The people on the technical board firstly close off the traffic around the area of the event, and then they draw up the squares where the market sellers later will raise their stalls. Cables are drawn to the stalls that require electricity, and equipment, such as benches and chairs along with the stage, are transported to the event area by people on the committee. The stage is assembled by its owners and the audio and lights supplier installs their equipment at the stage.

The market sellers and the associations are responsible of raising their own stalls when they arrive at the event area. All the other support services bought in take care of their tasks and they know where to do what. One of the respondents says that the work breakdown is clear to everybody and that the task of organising all physical parts of the event together on the event area happens automatically. When the event opens, a welcoming speech is held and the visitors are given information about the programme.

The *personnel* operating the event on the day is described in the same way by all of the respondents, namely that it includes the people on the committee, who organise and delegate, and voluntary groups, who take care of the clearing and cleaning, and the security during the event. There is a voluntary Red Cross group patrolling the area as well.

The respondents maintain that the cooperation between the organisation and the voluntary groups works well. However, two of the respondents point out that the voluntary groups are actually paid, whereas the people of the committee do not get any extra payment for the time they spend working with the event. The respondent representing the hospitality company says that all personnel are paid, but not friends and relatives who help at the event voluntarily. One of the respondents is of the opinion that more volunteers would be useful during the shutdown of the event.

The issues brought up around *the event* were the briefing and communication between the actors. Two of the respondents declare that a meeting is held before the event to brief everyone on what is going to happen and what needs to be done, and that the committee members are contacted beforehand if something seems out

of place. However, the other respondents claim that there is no serious briefing before the event as everybody already knows what needs to be done. The respondent representing the hospitality company says that a briefing with the security guards and the extra personnel is held just before opening. The method for communicating with each other during the event is mostly with mobile telephones, but people also communicate face-to-face when they run into each other at the event area. All of the respondents agree on this matter.

Other practical details are issues such as traffic and parking, needs of the mobility impaired, cleaning and signage. All of the respondents maintain that the traffic flows without problems during the event, as parts of the main street are closed off and the traffic is redirected. They also tell that there are enough car parks for visitors and that everybody can find a parking place. One of the respondents points out that some of the car parks are located further away than others, which may be a problem for some people, although another two of the respondents claim that the car park situation has changed for the better as the area of the event was moved and improved. The respondent representing the hospitality company says that the parking is a slight problem during the event as the tent and the area of the party takes up most of the company's car park.

The needs of the mobility impaired are well looked after as the area is flat, all of the respondents agree, and one respondent points out that the market stalls have been planned so that there is enough space between them. The hospitality company has no problems regarding the mobility impaired as the ramps of the facilities can be used, contends the representative of that company.

All of the respondents describe the cleaning and clearing as continuously being taken care of during the event, as there are voluntary groups taking care of the task during the hours the event is open and the night between the two days of the event. After the event has shut down the area is cleaned with a street cleaning tractor.

The signage is taken care of by the technical board, which clearly marks the diversion of the traffic, as well as car parks are marked with signs. All of the respon-

dents describe the signage similarly, and moreover, two of the respondents also point out that the information centre is marked with signs, and one respondent declares that the same goes for the toilets. The respondent representing the hospitality company also mentions that the emergency exits of the facilities are marked.

3.4.7 Close-Down, Evaluation, and Legacy

The subthemes were *close-down*, *evaluation*, and *legacies and impacts* within this theme of the interview.

The physical *close-down* is described by the respondents in similar ways, the exception being the respondent representing the hospitality company. According to this respondent, the physical close-down means that the tent is taken apart and removed from the site, along with all other equipment the suppliers provided for the event. The regular personnel clean up the area the next day physically and administratively; administratively meaning checking the cash registers.

The rest of the respondents list the same sort of matters involved in the close-down process. The physical close-down is described as being quite a quick process taking up to about two hours. The shutdown becomes especially quick when the market sellers have packed their things and left. The process includes clearing the stage and removing it, removing the market stalls, shutting down the supporting activities, removing equipment such as the info centre, chairs, benches and cables, and transporting everything to its storage. The signs are removed and the area opens for the traffic to go back to normal when the event area is cleared. Administratively, the shutdown entails for the people responsible of finances, to pay the bills that drop in for the rest of the year and document them, so that an evaluation can be put together later. The respondents tell about the administrative side of the shutdown similarly as well.

The *evaluation* is normally gone through during a meeting held after the event. The majority of the respondents say that during the meeting the impressions of what has been good and bad are discussed and conclusions are made, and the team tries to find possible improvements for the next edition. Three of the respondents maintain that also the financial aspect is taken into consideration during the

evaluation. Documented budgetary issues are thus used as information for the evaluation, however the respondents tell that no feedback is collected and used for the evaluation.

One of the respondents points out that the evaluation meeting is an official meeting, to which interested people from the general public can attend and tell their opinions. The respondent who represents the hospitality company tells that the first evaluation happens already the first night during the tidy up after the closing of the party. The personnel then discuss the night with each other, but talks about the event keep coming up for at least a couple of weeks after the event.

The respondents do not believe that Tomatkarnevalen has left any particular *legacy*, although the *impacts* are believed to be several, the most significant being the social impacts. The respondents say that the positive social impact is the fact that the event increases the wellbeing of the society. Four of the respondents agree that Tomatkarnevalen is important to the whole community, as it means a lot to the locals and enhances their pride of being from Närpiö. One of the respondents maintain that the event is a substantial social benefit for the people, as it allows for them to get together and meet people they seldom meet. This positive social impact is most likely to be long-term, according to the majority of the respondents. The negative social impacts are related to drunken behaviour and the noise the event causes; however these impacts are believed to be short-term only.

The economic impacts are believed to be mostly positive as well, and the respondents believe that the impacts of the event should be manifested as increased revenue for the local businesses in the town centre, but also other places of the town. One of the respondent states that everything that is gained and can be turned into money is a positive impact of the event, and the same respondent believes that the municipality probably generates increased tax income. Another respondent believes that the local businesses could do even more to gain economically from the temporarily increased population of the town for the time of the event. Two of the respondents mention Tomatkarnevalen as being a good opportunity for Närpiö to market itself outwards, although it is not being utilised to its full extent.

The respondents do not believe that the event has left any physical legacy, however two of the respondents claim that Tomatkarnevalen may have been in mind when the construction of the relatively new town square was planned. A couple of other respondents can imagine that a couple of local cafes may have had the event in mind when they constructed their outdoor terraces. However, that is only reflections, and none of the respondents know for sure if anything at all has been built with the event in mind.

None of the respondents either believe that there are any environmental consequences of the event, at least no long-term impacts. The town centre can be quite full of rubbish during the event, but that is something that is taken care of so quickly that it could impossibly leave long-term effects.

3.5 Analysis of the Research Results

Below, the research results will be analysed theme by theme, following the same order of themes as the results presentation above.

3.5.1 Starting Off

A good event organising *team* consists of about six people with compatible skills, knowledge, and experience, who have the spare time and interest to contribute to a successful event. Such a team needs effective leadership in order to maintain unity and accomplish progress. *Ideas* for events may be born out of brainstorming sessions or come from anybody with an interest in an event. Regardless of where ideas come from they need to be convincing and appealing to everybody on the team. A *feasibility study* will identify the ideas that are possible to realise in financial, marketing, and operational terms. A feasibility study ought to outline the methods of idea realisation. (Getz, McDonnell et al., Shone & Parry, Watt)

At present, there is quite a loose organisation for a *team*; a number of people who take on the task of realising the event each summer. Most years the same people are involved, and team members are switched only occasionally when there is a need for it. During the interviews it did not become clear how many people are on the team, but it seems that there are around the optimal number of six. The prob-

lem of confirming the size of the team is that some of the respondents only consider the people who work with the event year after year as being part of the team, while some respondents say it changes yearly according to how many people from the general public are genuinely interested in working with the event.

Nevertheless, the people on the team work within different fields on a normal basis and thus they can complement each others' skills, knowledge, and experience, as well as strengths and weaknesses. A problem seems however to be the team members' lack of spare time for the project and motivation for working with the event. It also seems problematic that the organisation appears to have no clear leader. A leader could help the team members stay motivated, and thus also stay focused on their areas of responsibility in the organising of the event, which could possibly result in a more successful outcome.

New *ideas* for Tomatkarnevalen seem to be brought up by both team members and the general public, and some ideas are born out of brainstorming sessions. The problem with ideas does not seem to be that there is any shortage of them, but that many of them actually never get realised, as there is a lack of motivation to do so. There are many times not enough people or associations who are committed and take an active interest in realising the ideas they suggest to the team, which means that the multitude of support activities of the event may become short.

Feasibility study is not done, nor has any ever been done in the case of Tomatkarnevalen. Surely, each idea is discussed in terms of its affordability and whether it can be practically realised, but no proper study is carried out for deeper investigation. There seems to be no problem with the extent to which ideas are feasibility tested at the moment, since the wish is for the event not to grow very rapidly.

3.5.2   Planning

Planning is an important part of the organising of special events, and in order to arrange events that are successful in both short-term and long-term perspectives, strategic and operational plans will be necessary. Strategic planning involves creating and formulating *vision*, *mission*, and *objectives*. A *SWOT analysis* examines

the internal and external environments, and could prove useful to event management. (McDonnell, Shone & Parry, Watt)

The organisers of Tomatkarnevalen do not have any strategic plans for the event, and thence there are no *vision* and *mission* statements either. The reason for this is allegedly the fact that it is difficult to have a vision due to economic grounds. The fact that the organisers are content with the present size and scope of the event also prevent them from making any vision statement. This could become a problem in the future, because if the future is not taken into consideration the event could eventually deteriorate. A clearly staked out pathway towards the goals would keep the work focused and workers motivated. Although strategic planning is omitted, the organisers have some operational plans in the shape of short-term *objectives* for the coming edition. The objectives are divided between different areas of responsibility among the team members. The objectives are not recorded or documented though, which could potentially cause a lack of unity in the team work towards reaching the goals.

The organisers of Tomatkarnevalen have never performed any *SWOT analysis*, although strengths and weaknesses are discussed among the team members. However, the discussions do not seem to extend to take opportunities and threats into account. Only pondering strengths and weaknesses will not lead to any results unless the opportunities and threats are identified and examined. The reason for not having a SWOT analysis done is claimed to be a lack of resources, but the general opinion is that such an analysis would probably be useful.

3.5.3   Finances and the Budget

A budget is a plan described in numbers, taking both *revenues* and *expenditures* into consideration. *Sub-budgets* can be drawn up to be divided between the different areas of responsibilities of the event organising team. (McDonnell, Shone & Parry)

The *costs* for organising Tomatkarnevalen seem to be many, and the majority of them are fixed, which makes the cost side of the budget appear quite similar each year. However, it does not seem that costs are assessed through any process, but

the event organisers and the person responsible for the finances know what costs will appear. The organisers do not seem to be underestimating the costs.

The event does not seem to have that many sources of *revenue*. The incomes consist only of the revenue generated from the leasing of the market stalls and the grants from the municipality and a private foundation. Considering the costs of the event and the sparse income resources, it becomes clear that the budget is quite an alarming problem, as the event barely breaks even each year. More sources of revenue should be found in order to solve this situation, but the problem is that the support activities are not organised by the event organisers themselves, but by associations or other enthusiasts. Thus, revenue can hardly be generated from any support services, like raffles or games for instance. Food, beverages, and market merchandise are neither sold by the organisers, but by entrepreneurs. Moreover, there seems to be quite a vague understanding of what difference sponsorship could make for an event. This is a problem that seems to be hard to overcome, especially as the businesses in the region are fairly negative towards the event anyway and do not see the benefits they could reap from sponsoring it. Generating revenue by charging admission fees is out of the question, as the event has for too long been an open, public, and free street festival. The event would lose its attraction element if it changed into an event the visitors had to pay for to attend.

The budget is not properly divided into *sub-budgets* between different areas of responsibility simply because there is no need for it. The budgeting of the event has become a habit over the years, and the organisers know what money will need to be spent on what. However, the grants received are given to their specific purposes only, and that money cannot be used for any other activity. This can be seen as a type of sub-budgeting.

The budget is controlled by filing of bills and quotations, which seems to be an adequate way of controlling, as the team is small and only a couple of people actually handle the finances. The event organisers have been lucky not to have experienced any illegitimate spending of money or other unexpected spending.

3.5.4   Venue, Logistics and Ambience

The preparation process for an event involves finding the right *venue*, the planning of *logistics*, and the handling of *legal matters*. The location is an obvious part of the event's theme, and the structure and ambience of the venue can be utilised to create a successful event. Functional logistics is important for the flow of supply and customers. Legal matters such as insurances, permits and licences, and health and safety requirements are a necessary part of the managing of events. Atmosphere is central for an event to be successful, and much of the ambience is created by how the visitors interact, but other elements, such as the service and physical elements, can also enhance atmosphere. (McDonnell, Shone & Parry)

The *location* of Tomatkarnevalen seems to be one of the event's strengths. It has been moved several times over the years, but since last year's relocation, the event area seems to be very close to its optimal point. The event area does not only have the benefits of being a large enough space surrounded by good infrastructure and facilities, but businesses located in the vicinity of the event area can take advantage of Tomatkarnevalen as well. The present location can also hold a bigger sized audience in front of the stage compared to previous years. This is favourable for the organisers, as the visitors were happier with the stage in the new position.

There is not much preparation and planning done when it comes to *logistics*, and the reason for this is allegedly the fact that everybody knows what needs to be done, where and when. It seems to be working fine for the event organisers as the event area is not particularly large and can be quite easily accessed by any vehicle. The strength in terms of logistics is that for the new event area last year, the whole area was mapped and planned properly. The plan can be reused for future editions as long as the event area stays quite the same. The fact that the logistics matters are divided between different areas of responsibility among the organisers is good, as it should allow for a better flow during the set up. Moreover, the area is planned in matters of safety and security together with the local rescue services. The safety plan contains the predetermined rescue routes and locations for rescue equipment; something that is vital for keeping the safety standards of the event area. Suppliers of other services that are needed at the event are advised of where

to install their equipment. Many of the suppliers have been used in the past, which allows for quite a hassle free flow of equipment during set-up, as well as close-down.

The process of handling all required *legalities* is becoming increasingly demanding for the event organisers. The amount of paperwork needed for the applications for licences and permits seem to be growing every year, and the costs for them are rising as well. On the upside, the local police authorities are willing to help the event organisers and update them on the newest rules and regulations, and clarify exactly what licences and permits will be needed. It is not on the responsibility of the event organisers to ensure that the sellers and associations arranging raffles or handling food and beverages have their individual hygiene, alcohol, and lottery permits and licences in order. However, the media could magnify it if such problems existed and were uncovered and make the event look bad. A positive thing regarding legalities is that liability insurance, which is paid continuously every year, is the only insurance that is needed.

The fact that the liability insurance covers all possible occurrences, except from catastrophes, means a lot less paper work in terms of insurance matters. Proper contracts are not used other than occasionally with performers, especially if these are not local. Moreover, quotations function as official agreements with suppliers, and the market sellers get a receipt of the market stall they lease. Thus contracts in their proper meaning are not necessary to be drawn up.

The *atmosphere* Tomatkarnevalen creates is another of its strengths. The event has become a tradition to the locals, and it is the social interaction going on at the event that is its main attraction. Obviously, the physical set-up of the event and its entertainment, support activities, and other features, play a role in creating the good atmosphere, but the main creator of ambience is the crowd itself. Visitors want the main street to be closed off as it creates ambience. One thing that could possibly enhance the atmosphere would be to make the event more tomato-themed. Naturally, one factor that contributes to good atmosphere is weather. The fact that Tomatkarnevalen is an outdoor event makes it vulnerable in this aspect,

although the event has become so strongly traditional that bad weather would probably not scare that many visitors off.

3.5.5 Marketing and Public Relations

The marketing efforts will be different for each individual event, but special events are in general difficult to market. However, marketing of *repeat events* is quite straightforward, although the challenge of it is to attract repeat visitors. *Market research* is useful in order for the organisers to know how and whom at to direct the marketing efforts. The potential attendees make up the *target market,* which can be segmented in geographic, demographic, socioeconomic, and psychographic terms. Segmentation can facilitate aiming the marketing efforts better. Good knowledge of the target market facilitates creating *awareness* of the event, which should be done through the most suitable ways of marketing communications. The purpose of marketing is to set a certain level of *expectations*. *Customer care* is important and needs to be taken seriously and be aimed at exceeding customer expectations. (McDonnell, Shone & Parry, Watt)

The organisers for Tomatkarnevalen have never had a proper *market research* done, and the reason has been a lack of resources. Moreover, the general opinion is that a market research would be excessive, as the event has its visitors regardless. There are many competing events taking place the same time of the year in places not too far away, but still the event manages to attract visitors, especially repeat visitors. However, if Tomatkarnevalen were to expand, a proper market research would have to be undertaken. The marketing efforts done for promoting the event presently are mainly based on experience from marketing of previous editions, and as long as the concept of the event remains the same, the use of previous experience suffices.

The organisers of Tomatkarnevalen have clear understanding of who the *target market* is for the present, and it can easily be segmented in geographic and demographic terms. The absolute main part comes from Närpiö, and some people come from the surrounding regions and other countries; mainly from Sweden, but also from America. The event is open, public and free, and it welcomes people of all

ages, regardless of gender, ethnic backgrounds, and disabilities. Segmentation in socioeconomic and psychographic terms is more difficult. A reason is that the event is public and free, which means that everybody can visit regardless of their socioeconomic background. Moreover, psychographics do not either apply as much, as the event is what it is by tradition, and everyone who visits does so regardless of whether they can or cannot find anything that appeals to their values, lifestyles, or personal interests.

The *awareness* of the event is created mainly by adverts in the local newspapers, but also by using road signs, event calendars, flyers, publicity stunts, and the website. These are the marketing activities performed by the event organisers, and the efforts are directed at the target market, which means predominantly local people and people in the closest region. The website is in need of improvements, and if the event were to develop, marketing efforts would have to be increasingly directed outside the home region.

Not much is done through marketing to create demand and *expectations* among target market. The reason is the fact that it is hard to market the visitors' main demand and expectations, which are for the event to be a social happening where they can meet friends and relatives. Instead, the event organisers are more likely to draw attention to the programme and the performers that will be featured at the event in the marketing efforts. Nonetheless, the event satisfies the visitors' expectations each year although the main attraction of the event being an opportunity to socialise is not explicitly marketed.

Customer care does not seem to be a big concern for the organisers, as they see themselves as having nothing to do with how customers perceive the service at the market. Ensuring service mindedness in the interaction with customers is regarded as the duty of the market, food and beverage sellers. Nevertheless, the organisers intend to be helpful to visitors who are new in the area by offering information and responding to enquiries about the event and the town.

The event is a recurring event and the organisers use past experiences and knowledge when marketing Tomatkarnevalen. The majority of the visitors are repeat

visitors. The challenge for the organisers would mainly be to attract new visitors through more refined marketing efforts. Even though it is not much of challenge to attract the old and local visitors, they still need to be taken into account in the marketing efforts in order for them to still feel welcome.

3.5.6   Preparing the Event Operations and the Team

The preparations of an event will involve management techniques such as risk analysis, work breakdown, and staffing. The day of the event will come and the practical side of the event needs to work with a problem free flow. *Risk management* is a process of prediction and prevention or minimisation of potential risks in terms of finances, or health and safety. *Work breakdown* identifies the different tasks that need to be done in the set-up of the event, and by whom the tasks will be done. *Staff* working in the preparations and operations of a special event can be both paid and voluntary. On the day of *the event*, people, equipment, supplies, and other *practical details* come together, and the people involved should be briefed on what is going to happen and how to communicate with each other. (Getz, Shone & Parry)

The organisers of Tomatkarnevalen do not have any actual risk analysis done simply because the event is perceived as stable and that no radical changes are made between the years. The services used and bought in are usually distributed by local firms, and the event organisers see that there is no risk involved. Actually, the close networks in Närpiö and the community members' helpful attitude towards each other make setting up an event such as Tomatkarnevalen almost risk free. The entertainment is the diciest part of the event, and *risks* linked thereto are *managed* through wise decision making when it comes to opting for performers. Nonetheless, the organisers always have a back-up plan when it comes to performers and entertainers, as there is a wide range of local talents who can fill in, just in case a no-show with an already booked entertainer occurs. Apart from financial risk, health and safety risks are also potential at an event like Tomatkarnevalen. These types of risks are managed by closing off traffic around the event area and diverting it. The event area has rescue and emergency access routes worked out together with the local rescue services, which is another way of reduc-

ing the risks in the area. Everybody who leases a market stall needs to make sure they take precautions to avoid accidents during the set-up and shutdown of their own equipment. The event organisers cooperate among others with the Red Cross and security guards during the event to keep potential risks for the visitors at bay.

The *work breakdown* is not an issue that is planned much beforehand, and the reason for this is that the work can be said to be broken down automatically due to previous experience. All the people involved in the set-up of the event know what their tasks are and what they are expected to do when, and in what order. This goes for the people on the team as well as all voluntary groups and suppliers of other services. This seems to be one of the strengths of the event too, as the set-up of the event is allegedly not a very time consuming, but instead a very efficient, work process. All the different physical parts of the event come together over a couple of hours.

The *staffs* working with Tomatkarnevalen is made up of the organising team, voluntary groups, and contractors. The staffing situation seems to be reversed, as the members of the event organising team do not get any extra payment for any of the time they spend on the event. However, the voluntary groups are instead paid for the work they contribute with to the event. Voluntary groups are the security and parking guards, Red Cross patrols, and the people cleaning and clearing the area, among others. Security guards are also contracted in from a security services firm. The problem with Tomatkarnevalen's staffing situation is that it becomes very costly to pay for voluntary services, and moreover, it leads to a lack of motivation to work with the event among the actual team members, since they do not receive any payment for the job and the spare time they sacrifice. The team members' motivation can be noticed to already be diminishing, as the event organisers cannot seem to make themselves motivated to organise anything extraordinary for the event, but the event stays at a mediocre level year after year. Nevertheless, the cooperation between the members of the organising team and voluntary staff is very good as everybody knows their tasks and responsibilities almost automatically, and they do not seem to have any communication problems with each other.

In the case of Tomatkarnevalen there is only little briefing before the event opens. A meeting for going over the practical details is held prior to *the event* for ensuring that everybody is acquainted with their roles in the operations of the event. This meeting can be regarded as sufficient for a briefing, as much seems to be automatic with the set-up and operations of the event due to experience. The members of the organising team especially, communicate with each other face to face when they run in to each other at the event, but the most useful tool for communicating with each other is the mobile phone.

The other *practical details* that need to be in order at the event are traffic, parking, needs of the mobility impaired, cleaning and signage. These matters are most automatically taken care of during Tomatkarnevalen as well. The closing off of the main street and diverting of the traffic is a necessity for keeping the event area safe, as well as for creating the right atmosphere. There are plenty of car parks in the town centre and ensuring sufficient parking has never been a problem for the event organisers. However, some car parks are located further away from the event area than others, which may cause unpleasantness for some visitors. The ground is flat everywhere in the town centre, and thus no extra efforts are needed to ensure that the mobility impaired have access to the area. The cleaning and clearing of the event area is a continuous process throughout the event taken care of by paid volunteers. The information centre, the toilets, and the traffic diversion and parking are the things that need signage during the event. The traffic for instance flows flawlessly during the event due to well arranged signage. The practical details are strength of the event, as this is not the area where problems arise.

3.5.7 Close-Down, Evaluation, and Legacy

Closing down an event is both a physical and administrative process. An *evaluation* of the event should be done sometime after it has taken place so to become aware of what the outcome is. Events may have social, economic, environmental, and physical *impacts*, and some events even leave *legacies*. (Shone & Parry)

The physical *close-down* of all of the event area seem to be a relatively quick process as well, not lasting more than a couple of hours. As described by the in-

terviewees the process seems to be a reversed version of the set-up, using the same order of logistics although conversed. The administrative side of the close-down seems to be very spread out over time, as bills drop in during the rest of the year. This implies that the financial information for the evaluation does not reach to the organisers until very late. If it came earlier, the evaluation could be put together and done earlier as well. Thus the organisers could see the outcome of the event much earlier and evaluate the good and the bad things, and which things that could be improved. Thus the planning of the next edition could start earlier, and the planning could be more properly done.

The *evaluation* does not seem to involve much assessment of documented information. The evaluation is more a discussion about experiences and impressions of what worked well and what did not during the last edition of the event. The only printed information used for the evaluation is the budget. Feedback from visitors is not collected and evaluated unless somebody has specifically been appointed to collect such information. An evaluation meeting is not kept where the organisers could explicitly discuss the outcome of the event within the team. Instead, meetings with the general public are held, where some evaluation is done. Perhaps it would be good to gather only the organising team and discuss the outcome before the general public is involved to discuss the next edition. As evaluation is such an important phase of a repeat event especially, more efforts should be done to make sure that it is properly done.

Tomatkarnevalen cannot be said to have left any specific *legacy* yet, although it has had more or less noticeable *impacts* over the years. The social impact seems to be the most noticeable as well as positive ones. The event indeed seems to have improved the wellbeing, confidence, identity, and pride of the local community. The feeling of being a local of Närpiö is reinforced especially during the event, as the event celebrates the uniqueness of the local talents and lifestyle, both in terms of culture and entrepreneurship. These social impacts are thought to be a long-term positive impact for the community. However, there are negative social impacts as well, and they are mainly related to noisy people and drunken behaviour. These negative social impacts are short-term and do not affect that many people;

only those who live in the neighbourhoods closest to the event area and choose not to take any part in the event are affected negatively during the two days of the event.

Economically, there should be positive impacts as well; however, these have never been properly identified. All the businesses located in the vicinity of the event area especially, but other businesses in the region as well, should be able to see a difference in their income during the two days of the event. It is very possible that local businesses can see a rise in their income during all summer; especially as emigrants return to spend their holidays in Närpiö, many of them staying several weeks before and/or after Tomatkarnevalen. It seems that several of the local businesses do not see the benefit of the event attracting more people than usual to the town. The companies could probably do more to take advantage of the possibility of increased spending during the days of the event. Another positive economic impact that is not adequately taken advantage of is the fact that Tomatkarnevalen could more efficiently be used to promote Närpiö as a tourist destination. Any negative impacts on economy have not been noticed so far; for instance, prices of services and goods have not increased during the event in the previous years.

Tomatkarnevalen has not had any long-term impacts on either natural or built environment, although littering can be regarded as a short-term impact on the environment. All areas of the event and the surrounding areas are cleaned thoroughly both during and after the event, which prevents any long-term impacts on the environment to linger. As the event takes place outdoors there has not been a need for anything to be built purposely. Therefore, there are no facilities or other structures that have been constructed specifically for the event, and thus the event has left no physical legacy.

3.6 Discussion

Below follows a discussion of the outcome of the analysis of the research results, the purpose being to point out emergent areas of interest that were detected in the analysis of the research results.

The *team* appears to be a very loose organisation with absent leadership; the team is so loosely organised that the members do not even seem to know who is on it, which is an untenable situation. The team would need to be complemented with a person that would be hired to actually take care of the administrative matters. If such a person would be employed for the task, this person would also be motivated to do his or her work as well. Such a person would be able to function as the leader of the team, or the event manager, delegating areas of responsibility to people with matching personal interests, experience, and knowledge. As a consequence, this person would be able to create unity of purpose and motivate other team members to work towards a successful outcome of the event. However, this is not the current situation of the organising team for Tomatkarnevalen. Eventually, serious management problems may appear for the event, and it could be heading towards failure unless some radical changes are made to the organisation.

The problem of the event organising team being untenably loose, and the members of it being unmotivated, affects the successfulness of realising new *ideas*. The team members want the people and associations who bring about ideas for support activities to realise them as well, as the organising team has a lack of resources to realise ideas for other people. In this case, the problem is extend further, as people who come with the ideas do not want to realise them, but they want the organising team to do so. The problem is actually based in the fact that nobody wants to be working during the event, and thus many great ideas for support activities never get realised.

Feasibility study is not as much a problem for the event management at the present. However, it could be a positive thing to have done. If there were a person employed as event manager, he or she could perform a proper feasibility study of ideas, as part of their job description. The study could be presented in detail to the team members, who would get a clear picture of what is required to realise the ideas, and such well-presented and well staked out ideas could help motivate the team to work towards realising the ideas.

At present, the event organisers do not have any *vision* and *mission* statements. This means that there are no strategic plans for the future of the event. If the event

were to grow, develop and become more stable over time, strategic plans would need to be staked out, and a vision and mission statement would need to be formulated. This would create clear understanding of what the purpose of working with the event is, and where the event should lead. A clarified vision and mission would allow for unity of purpose, as well as it would help the team members stay motivated in their work towards a successful event. The establishing of operational plans is also a process that could be improved. The fact that *objectives* are not written down is risky, because it is easy to disregard details. The objectives should be expressed in writing for the purpose of keeping the team and its work focused on achieving a successful outcome.

The absence of a *SWOT analysis* can be seen as a weakness. A benefit for the event organisers of a proper SWOT analysis would be a clearer picture of where efforts should be directed in order to accomplish development of the event. And development is needed for the event not to stagnate and head to its demise. The SWOT analysis could compare Tomatkarnevalen against other similar events taking place in the neighbouring regions or elsewhere during the summer. Perhaps a picture of where the event stands at the present, and where it could be taken in the future, would become clearer. If a SWOT analysis were done, it could function as a platform from which vision and mission statements could be developed.

The *costs* of organising the event are to a large extent fixed, and not much that can be done to avoid them. A way of trying to reduce such costs is to try to find the most affordable suppliers.

Tomatkarnevalen would need to generate more *income*, but the organisers find it difficult to come up with additional sources of revenue. However, the event organisers would like the tomato theme to become more evident at the event. The event organisers could for instance produce and sell merchandise with the tomato theme, such as a different t-shirt for each edition. Sponsorship is another way of generating income for an event, but the opportunities for having Tomatkarnevalen sponsored have not yet been fully investigated. However, attempts have been made earlier to finding sponsors, but few businesses have been positive towards it. The reason seems to be that the businesses do not see the advantages of sponsor-

ship. The challenge would be for the organisers to arrange the physical set-up of the event in a way that would allow for each sponsor to be visible and recognisable. The organisers would be convincing in their attempts to win the businesses over only if they can guarantee the advantages of the sponsorship being visibility and recognition for the businesses at the event.

The budget is not divided into *sub-budgets* between different areas of responsibility, except for the grants given for the programme and the marketing. As budgeting has become routine over the years and it is clear what money will need to be spent on what, sub-budgets are unnecessary at present.

The *event area* has recently become one of the strengths of Tomatkarnevalen. The visitors were generally happy with the rearrangements that were new to last year's edition, and the event organisers hope to be able to continue to develop the event area in the same direction. As more construction and reconstruction of the town centre will be undergone in the near future, Tomatkarnevalen will probably have the opportunity to find an even more optimal place to build up the event area around.

Even though the *logistics* of the event are not planned much beforehand, the flow of equipment and people seem to be working without problems. The reasons for this is that the event area is not complicated to access for any type of vehicle, and that most people who are involved in the physical set-up and close-down are experienced and know exactly what their tasks are. The more experienced people can direct the ones who are newer to working with the event, who are most likely to be suppliers that have not been hired for previous editions. There is a safety plan produced in cooperation with the rescue services each year ensuring that safety standards of the event area are looked after.

Regarding *legalities*, the organisers of Tomatkarnevalen have an advantage in the fact that the local police office is willing to help in getting all the required permits and licences together. The team can then make sure everything is in order according to what the police say. The fact that alcohol, food hygiene and lottery permits and licences are not on the responsibility of the event organisers can be regarded

as slightly risky for them. The sellers and associations need to make certain that they have their individual hygiene, alcohol, and lottery permits and licences in order if their business at the event requires it. The media could make the event organisers look bad if problems in this area ever occurred and were uncovered. The liability insurance the event is covered by includes all possible occurrences, which makes the process of handling such paper work less of a hassle. Not many contracts need to be drawn up with anybody selling their services to the event. Occasionally, contracts are made with non-local performers, with whom more risk is involved when hiring. Contracts do not seem to be a big issue for the event organisers as most performers and other service suppliers are regarded reliable and trustworthy.

Atmosphere is one of the strengths of Tomatkarnevalen; the main factor creating atmosphere being the social interaction between visitors. But the atmosphere could possibly be enhanced by making the tomato theme more visible. The wish of an event decorated with tomatoes has been expressed by both the committee and the general people. This is something the event organisers could brainstorm around, and assess what type of decorations could be added. A more tomato-themed event could help create even more uniqueness for the event.

The event has never had a *market research* done, nor has there been any interest in having one done. However, if the event organisers wanted for Tomatkarnevalen to expand and develop, they would need to execute a proper market research. The market research should include an analysis of the market, consumer research, promotion studies, and performance evaluation, for an optimal outcome. The outcome would give a clearer picture of where efforts have to be directed in order to match the marketing with the target market and their needs.

It would be possible for Tomatkarnevalen to expand its *target market*. The event is likely to be able to attract more people from surrounding municipalities and regions. However, more efforts would be needed in order to reach out to that target market. The event could also feature activities or programme that would be aimed at special interest groups, such as workshops for instance. If the event was to diversify in this way, further segmentation of the target market would need to

be assessed in a market research in order to be able to reach out to the market in a clever way.

Awareness of the event is created with quite conventional methods, some of which should be improved and complemented. For instance is the website in need of improvements; it needs to be translated into at least two more languages for the event to be able to reach out to a larger target market. If the event were to develop, the marketing efforts would have to be increasingly directed outside the home region, both through the Internet and through traditional forms of marketing communication. Attracting new visitors is a challenge for the event organisers, but it most certainly will have to be done in order to develop the event and prevent it from declining. Alongside marketing the programme and the performers that will be featured at the event, the fact that the event is a good place to socialise could be stressed when attempting to create demand and expectations through adverts for instance. Old visitors would need to be reminded of the attractions of the event as well, in order to prevent them from leaving the event to its destiny.

Risk management is done in proportion to what actual risks are linked to the event, both financially and in terms of health and safety. Financial risk is managed by deciding on performers wisely and keeping alternative solutions in case of mishaps. Health and safety risks are reduced by closing off traffic around the event area and diverting the traffic around it, as well as having rescue and emergency access routes planned beforehand. The event organisers do not take any precautions to avoid work accidents in the set-up, as everybody who is setting up their market stall, stage, or other equipment need to prevent accidents. Moreover, a group of security guards and a Red Cross group patrol the event area at all times to maintain safety of the visitors. If the event were to expand, proper risk analysis would probably need to be conducted, including identification of risks, and assessments of how to prevent or reduce risks.

The *work breakdown* is not a big worry for the event organisers, as the event comes together with help from previous experience. The set-up work only takes a couple of hours, as event organisers, volunteers, contractors, and market stall leasers know their tasks and what they are supposed to do, and in which order.

Traffic needs to be diverted around the event area, and thus it is a benefit that the set-up of the event is a quick process, as the normal traffic state can be kept as long as possible.

There are problems with Tomatkarnevalen's *staffing* situation. Paying for voluntary services at the same time as not paying the members of the organising team for the work and time they spend on the event, is reversed. It becomes costly to pay for voluntary services, although there seems to be no other way for the organisers to arrange such services, as people would rather be free and able to visit the event instead of working at it. Also, it already causes lack of motivation for the team members to organise anything extraordinary and unique for the event, since they do not receive any payment for the job. As long as the staffing situation is problematic, the event will stay at a mediocre level, and if the situation worsens, it could eventually lead to the event becoming a failure.

The briefing prior to *the event* seems to suffice for being able to run the event without problems with the practical details. The way the team communicate with each other during the event is the most optimal way, as mobile phones allows for a person to be contacted wherever they are located, and thus they be able to act upon possible problems and quickly solve them.

The *practical details* that are needed to be in order for the event to be successful are traffic, parking, looking after needs of the mobility impaired, cleaning and signage. It is clear that these details are well arranged at Tomatkarnevalen as traffic flows without problems despite the diversion; everybody can park their cars; the mobility impaired can access all of the event area; the cleaning and clearing of the area is done throughout the event; and signs are clearly marked for the traffic, parking, information centre, and toilets.

The physical *close-down* works just as efficiently as the set-up and things go back to normal very quickly in the town centre. However, the administrative part of the close-down seems to be a lengthy process. It takes a long time before all the bills have come from suppliers and the like, which means that financial information for the evaluation is not available until several months after the event has taken place.

The information could be compiled much earlier if all the documents were available earlier, which means that an evaluation could be done much earlier as well. This could make planning for the next edition of the event more successful, and thus also make the next edition more successful.

In any case, the evaluation seems to be one of the weaknesses of the event. There is no proper occasion reserved for evaluation, where the event organising team could get together and discuss the outcome of the event and ponder what can be done to improve the event for its next edition. The budget is the only printed information used when looking back at a past edition of the event. Visitors' feedback could be collected each year and compiled into an overview of what the general opinion has been. The only catch is that there is no person appointed to collecting such material and sorting it out for the evaluation. Evaluation is an important phase of preparing a repeat event, and thus Tomatkarnevalen should be more properly evaluated after every edition, in order to improve a coming edition significantly.

The event has had a few impacts on the community, and the most perceptible ones are the social impacts. The positive social impacts are believed to be of long-term significance for the community, as the local well-being and pride are enhanced. Negative social impacts are short-term and only affect a few people. The event probably has economic impacts as well, but these are not as obvious as the social impacts. However, they would become clear if a research was done in order to demonstrate to which extent the multiplier effect extends into the community. It seems that several of the local businesses do not see the advantages the event brings through attracting more people than usual to the town. If a research were to make it evident how far the multiplier effect extends into the community, the companies would probably make a bigger effort to ensure taking advantage of the possible increased spending in the town during the days of the event. The event contributes to positive impacts of the local economy by hiring local suppliers and contracting out services to local firms. Tomatkarnevalen could be used to promote and create awareness of Närpiö as a tourist destination more than what is the case today. This could result in even more positive impacts on the local economy. The

event has not had any obvious impacts on the environment, neither the natural nor the built environment.

3.7 Conclusion

Here will be presented the conclusions that can be drawn from the results of the research, the analysis of them, and the discussion above.

The *team* is an untenably loose organisation without a leader, and the team needs to be complemented in order to be more motivated. Management problems may arise as a result of poor organisation, and failure could be a possibility unless the organisation is significantly changed. The problem of the team being poorly organised affects the successfulness of realising new *ideas*. Many great ideas for support activities never get realised, as there is a lack of motivation to do so, both among the team members and the general public, who also bring ideas. *Feasibility study* is not done, but does not cause problem for the event management at the present. However, a feasibility study with well-presented and well staked out ideas, could help motivate the team to work towards realising the ideas.

At present, there are no *vision* and *mission* statements, implying that there are no strategic plans for the future of the event. Such statements could improve motivation, as the statements would clarify the purpose of working with the event, and where the work should lead. The short-term *objectives* are not written down, but should be expressed in writing for keeping the team and the work focused on a successful outcome. The absence of *SWOT analysis* is a flaw, as a proper SWOT analysis would clarify where efforts should be directed in order for the event to develop. Development prevents stagnation, and eventually declination. A SWOT analysis could facilitate formulation of vision and mission statements.

The *costs* of organising the event are mainly fixed, and not much can be done about them, except look for the most affordable suppliers. The event needs to generate more *income*, but it appears to be difficult to find additional sources of revenue. However, sponsorship opportunities have not yet been fully explored, and local businesses are difficult to convince about the advantages of such a partnership. *Sub-budgeting* is hardly any issue for the present; however, if the event

were to expand, more thorough sub-budgeting between areas of responsibility will be in place in order to get a better overview of where financial resources are directed.

The whole venue, logistics, and ambience matter is one of the stronger sides of the event. The *event area* is good and it will possibly become even better in the future. The *logistics* are not planned much beforehand due to the event area's good accessibility and the set-up workers' extensive experiences. *Legalities* are matters quite smoothly handled. Atmosphere is one of the event's strengths, although it could possibly be enhanced by emphasising the tomato for added uniqueness.

Market research has never been done but would be needed for development, as it would clarify where efforts have to be directed for being able to better focus at target markets' needs. The event could possibly expand its *target market* by directing efforts at attracting more people from the town's surrounding areas, and by featuring activities or programme for special interest groups. *Awareness* is created through traditional methods, some of which need improvement and complementing; for instance, the website needs many improvements. The event as a social forum should be highlighted alongside the programme and the performers in the advertisement, in order to create demand and *expectations*.

Risk management is done in proportion to the financial and health and safety risks linked to the event, which means little risk management is needed. If the event were to expand, a proper risk analysis is likely to be needed, as in the present no such analysis is done. The *work breakdown* is not a big issue, as experience directs the set-up of the event and allows for it to be done in only a couple of hours. The *staffing* situation is problematic as voluntary services are paid for at the same time as members of the organising team are not paid. This causes lack of motivation to add anything extraordinary and unique for the event, which leaves the event at a mediocre level. This is a potential hazard to the event's existence. The briefing prior to *the event* is sufficient for not causing problems with the practical details. The team communicates with each other by mobile phones during the event, which allows for quick action and problem solving. The *practical details* of

the event, namely the traffic arrangements, parking, looking after needs of the mobility impaired, cleaning and signage, are well arranged.

The physical *close-down* is efficient and fast, but the administrative close-down is a lengthy process, as financial information is not available until after several months. If it were, *evaluation* could be done much earlier, which would facilitate more successful planning for the next edition. Consequently, the evaluation is one of the event's weaknesses too, as no proper occasion is reserved for the evaluation. Moreover, the only printed information to evaluate is the budget, as visitor feedback is not collected. Careful evaluation is needed after every edition, as it could improve a coming edition significantly. The event has had *impacts* on the community, the most perceptible ones being the social impacts. The positive social impacts are believed to be of long-term significance, while negative social impacts are short-term. The event has economic impacts as well, although not as obvious as the social ones. Research needs doing in order to exactly show the economic impacts on the community. The event could further be used to promote and create awareness of the town as a tourist destination for additional positive impacts on the local economy. The event has not had any evident impacts on either the natural or the built environment, and it has left no physical *legacy*.

3.8 Reliability

Reliability represents how consistent the research results are. A repeated research performed later and with a different sample would lead to the same results as the first research, if it were reliable. The outcomes of both researches would be identical if the conditions of the experiments are under proper control. Researches in the social sciences are not nearly as reliable as researches in natural sciences, as the subjects of study typically are human beings in different social and physical environments. Findings will relate to the subjects only, and at the location and time of the conducted interviews. (Veal 2006. 41; Finn et al. 2000. 28)

As this research was a qualitative study of how the street festival Tomatkarnevalen is prepared and operated, the subjects of the study were interviewed in particular situations that cannot be re-enacted. Even though the same subjects were inter-

viewed on the same themes at a later date, the stories they would tell that second time would differ from their first versions. Hence, the research cannot be said to be reliable, as is normally the case with researches in the social sciences, such as tourism.

3.9   Validity

Validity represents how truly and reality-like the information gathered reflects the subject studied, and if the research studies what it is supposed to study. According to Veal, validity of research in tourism is difficult to reach, as this type of research is often concerned with behavioural, attitudinal and opinion matters, and can never be as certain as researches within natural sciences. The researcher needs to rely on peoples' statements and descriptions in the responses gathered during interviews. (Veal 2006. 41; Finn et al. 2000. 28)

The findings of this study reflect real people's own experiences and knowledge about the subject that is being studied in this research, namely how events are managed. However, some of the interviewees have more experience and knowledge of managing the event than others, which is a fact that makes the validity questionable.

4   SUMMARY

The aim of this thesis was to find out how events are organised and managed. The idea was to find out what literature suggests for organising a special event, and then compare the literature to an existing special event. Thus, the aim was also to find areas to develop and improve. The event of choice, which became the case of this thesis, was Tomatkarnevalen, an annual street festival in the countryside town of Närpiö. The thesis introduces Tomatkarnevalen with a description of its history and present state.

The theoretical framework consisted of an introduction to event tourism, describing trends and forces that affect events, the stakeholders of events, and motivations of both hosting and attending events. The concept of special events was defined and described separately. Different types of events were presented as mega events, hallmark events, and community-based events, as well as classifications of events were described. The theoretical framework was concluded with a section describing how events are managed, namely in aspects of the beginning of an event; the planning of it; the finances and budgets, the finding of venue, planning logistics, and creating ambience; marketing and public relations; preparations of the event operations and the team; and finally the shutdown and evaluation of it, and the impacts events may have.

The empirical research part began with an introduction to the research method in the shape of presentations of qualitative research method and in-depth interviews, and the choice of research was argued for. The design of the questionnaire was presented and the implementation of the research was described. The findings were firstly presented as the pure results, which were thereafter analysed. The analysed results were then discussed, and finally, conclusions were drawn.

The research was conducted with the qualitative research method of semi-structured interview, and the researcher interviewed six people who were in different ways involved in the managing and organising of Tomatkarnevalen. During the interviews, the different themes of how to manage and organise events were

brought up, the themes corresponding to the part of the theoretical framework dealing with the same subject.

The findings revealed that there is room for improvement when it comes to how Tomatkarnevalen is organised and managed. The event is run and operated without problems on the days it takes place in July. Instead, the problem areas were detected in the managing of the planning stages of the event. The management areas that need improvements are strategic and operational planning, SWOT analysis, detailed budgeting, market research, administrative close-down, and the evaluation. Tomatkarnevalen is missing a leader that would take care of the management areas that are so important for creating a successful event. The leader would also be important for directing the team in achieving it.

Tomatkarnevalen clearly needs to be developed, and the improvements mentioned above could help the developments on the way. An event that does not develop stagnates, and stagnation means that there is a risk for the event dying out. It would be a shame if Tomatkarnevalen met that destiny, because it would be greatly missed as an appreciated summer tradition for the locals.

The primary aim of this thesis was met, as the author was able to compare the management of the existing event Tomatkarnevalen to literature's perception of Event Management, as well as finding areas for development and improvement. The secondary aim of this thesis was met as well, as the author has acquired a lot of information about Event Management and through interviews learned how it works in practice.

4.1 Development Ideas for the Event Organisers

There does not seem to be any problems with running the event on its actual days. Instead, problems seem to be within the event management, as planning processes are not what they should be. The way Tomatkarnevalen is being run today has little room for development, and development is always needed. If nothing is developed, the event will stagnate and potentially die out.

First of all, the team should be stabilised and given a leader. This person should preferably be hired on a full-time basis around the year, taking care of all event management tasks that facilitate the planning of a successful event. Strong leadership creates unity of purpose and effort among other team members and helps them stay motivated, which the team hardly is today.

Vision and mission statement should be formulated as a part of strategic planning. If there is a clear vision of where the management wants the event to be in a long-term perspective, the team can work in unity towards keeping the event alive. Specific, measurable, achievable, relevant, and time-specific objectives will keep the work towards the vision focused and clarify how the team will reach it.

A proper SWOT analysis will clarify where the event stands at the moment by revealing its strengths and weakness, as well as it will sort out where the event could be in the future by exploring the opportunities and threats.

Operational planning will explain how to reach the different objectives of the strategic plans, and the management can improve the event by establishing methods, standard procedures, policies and rules that can be reused for each edition of the event.

The management for Tomatkarnevalen ought to improve its budgeting procedures as well. A more detailed budget with further sub-budgeting and better control would clarify the weaknesses of the financial situation and potentially reveal the areas of improvement.

A market research needs to be conducted. If the event is to develop it needs to find out more about its target markets in order to better meet the needs of these in the marketing. The target markets should be segmented better, as there is potential to diversify the event for different niche markets.

The administrative close-down should become a more efficient process of work, as it slows down the information gathering for the evaluation. The evaluation is a very important part of running repeat events, as it can be seen as part of planning the coming edition. More information should be collected for the evaluation as

well, such as visitor feedback and other data. Moreover, the management should call for evaluation meeting sooner, and for the team only, in order to be able to start the planning of an even more successful outcome of the next event.

As seen above, ideas for developments are all within the managing of the event, and a lot of development could be done in the planning process. The reason is the fact that planning is the most important part of managing events. The event has a mediocre standard today, but it has a lot of potential to develop if only the management of it would be improved.

4.2   Ideas for further Research

Research on the visitors' opinions about the event has been done previously, and have produced outcome which must be very useful for the event organisers. However, as time passes, peoples' opinions change, and thus could such a research not be excessive to have done every few years.

Moreover, a research on how the local community economically benefits from the event would be useful to have done. Such a research could help Tomatkarnevalen develop and expand, if the outcome of such a research would bring proof of any positive economic impacts the event would have. Obviously when speaking of impacts, a research could also be conducted for finding out what the exact social impacts of the event are and to which extent the community benefits or suffers from them.

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APPENDIX 1

Nyckelord för intervjufrågorna

BÖRJAN
- Team   - Nya medarbetare? Ledarskap? Kommittéupplägg?
- Idén   - Hur? Vem har idéer?
- Förstudie   - Hur? Vilka saker kartläggs?

PLANERING
- Vision   - 5-årsplaner? Längre? Kortare? Förverkligandets steg?
- Målsättningar   - 2010? Uppdelning av målen mellan aktörer?
- SWOT-analys   - Görs den? Om planeringen störs eller behöver ändras?

BUDGET   - Budgettyper använda?(Kassaflödesbudget?)
- Kostnaderna   - Fasta o. rörliga?
- Inkomsterna   - Bidrag? Sponsorer? Inträdesbiljetter? Besökarantal?
- Underbudgeter   - Kontrollering? Dokumentering? Oförutsägbara händelser?

PLATS, LOGISTIK OCH ATMOSFÄR
- Plats   - Hur bestäms den? Vad avgör?
- Logistik   - Planering? Arbetsuppdelning? Hälso- och säkerhetskrav?
                    Teknologi? Ljud, ljus? Scenerna? Leverantörer? Andra
                    tjänster?
- Lagen   - Försäkringar? Tillstånd? Licenser? Hur? Kontrakt, med
  vem?
- Atmosfär   - Hur/ Vad bidrar till atmosfär?

MARKNADSFÖRING
- Marknadsundersökn. – Hur? Före 1982? Tidigare erfarenheter?
- Målgrupp   - Vem? Var? Synbarhet och uppmärksamhet?
- Förväntningar   - Hur? Vilka? Tillfredsställande? Överträffande?
- Kundbetjäning   - Nivå? Förbättringsmotivation? Kundnöjdhet?

FÖRBEREDELSEARBETET
- Riskanalys   - Görs den? Hur? Försiktighetsåtgärder? Nödsituationer?
- Arbetsuppdelning - Vem - vad? I vilken ordning?
- Personal   - Organisationsstruktur? Ledning <- Samarbete -> Volontä-
  rer? Löner?
- Karnevalen   - Genomgång? Kommunikation?
- Det praktiska   - Trafik? Parkering? Nedsatta funktioners behov? Städning?
  Skyltning?

STÄNGNING
- Nedmontering   - Hur: fysiskt/administrativt?
- Utvärdering?   – Efteråt? Medan? Före?
- Arv/Effekt   - Fysiska? Sociala? Ekonomiska? Miljömässiga?

APPENDIX 2

Questionnaire key words for the interviews

STARTING OFF
- Team   - New members? Leadership? Organisation?
- The Idea   - How? Who brings ideas?
- Feasibility Study   - How? What things are included?

PLANNING
- Vision   - Long-term plans? Mission/ Steps for achieving vision?
- Objectives   - 2010? Sub-objectives?
- SWOT-analysis   - Is it done? Contingency planning?

BUDGET   - Used types of budgets? (Cash-flow budget?)
- Costs   - Fixed and variable?
- Income   - Grants? Sponsors? Admission fees? Number of visitors?
- Sub-budgets   - Control? Documentation? Unexpected spending?

PLACE, LOGISTICS AND AMBIENCE
- Place   - How is it determined? What influences the decision?
- Logistics   - Planning? Work breakdown? Health and security? Technology? Audio? Lighting? Stages? Suppliers? Support services?
- Legalities   - Insurance? Permits? Licences? How? Contract with whom?
- Ambience   - How/What contributes to the ambience?

MARKETING
- Market research - How? Before 1982? Existing experiences?
- Target market   - Who? Where? Awareness?
- Expectations   - How? Which? Satisfying them? Exceeding them?
- Customer care   - Level? Motivation level to improve? Customer satisfaction?

PREPARATIONS
- Risk analysis   - Is it done? How? Risk management? Emergencies?
- Work breakdown - Who - what? In which order?
- Personnel   - Structure of organisation? Leader <- Cooperation -> Volunteers? Payment?
- The Event   - Briefing? Communication?
- Practicalities - Traffic? Parking? Needs of mobility impaired? Cleaning? Signage?

CLOSE-DOWN
- Shutdown   - How: physical/administrative?
- Evaluation?   - After? During? Before?
- Heritage/Impacts - Physical? Social? Economic? Environmental?