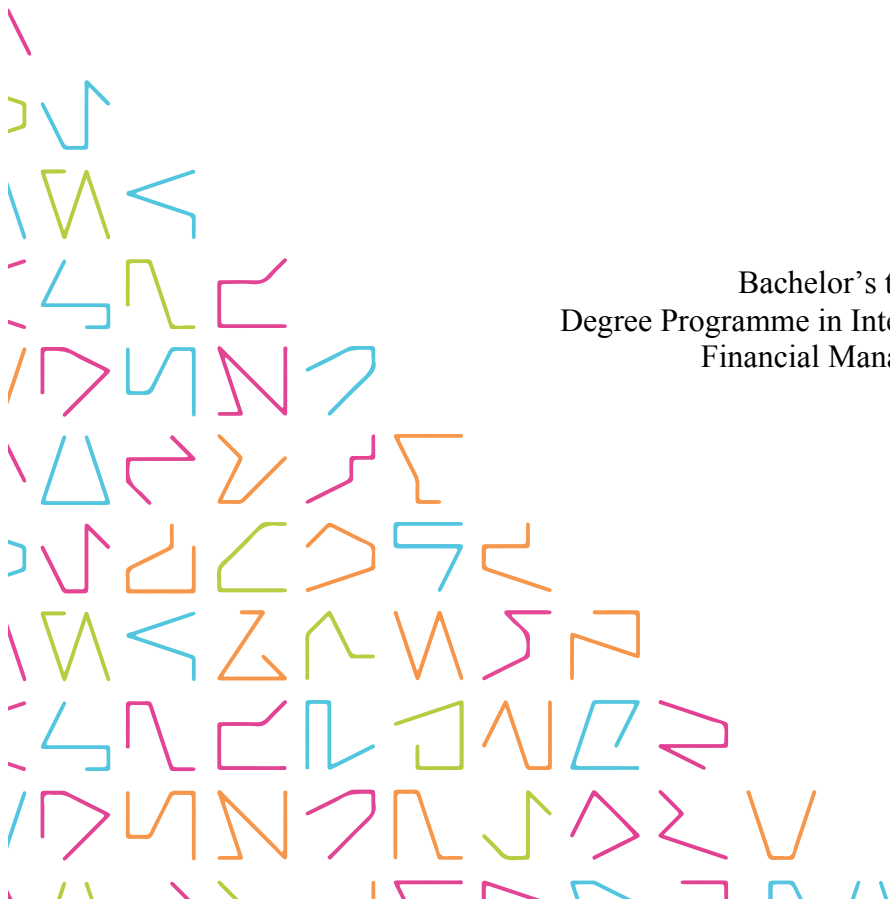


Event Management

Manual for Financial Practicalities

Riina Lehtonen



Bachelor's thesis
Degree Programme in International Business
Financial Management

ABSTRACT

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Manual for Financial Practicalities

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The purpose of the thesis is to make an efficient manual of financial practicalities. A company who has more and more events required the subject. The thesis will go through the process of event planning but concerns more on the financial aspects.

The first chapter will be introduction and the background of the thesis. The company has had some trouble with conducting the financial practicalities in the events. Therefore the manual was required.

The thesis was done in qualitative case study. I participated to the events closely and made the manual based on the experiences in those events. I had help from the finance manager of the company with the process.

The manual itself proofed to be efficient tool in the second event that I participated. This means it will be helpful in the future as well. The events were successful by the results of the surveys the company performed.

The company is pleased with the end product and they gave good reviews about the manual. They feel it will help them in the future and it will be good tool in future events. This is good to hear since I worked the manual the whole summer. I am also glad that I could combine my studies of financial management to event management.

Key words: event planning, event management, finance, manual

CONTENTS

1	Introduction.....	4
1.1	Background.....	4
1.2	Goals and methods.....	4
1.3	The structure of the thesis.....	5
2	Theoretical framework.....	6
2.1	Event Planning.....	6
2.1.1	Post event.....	8
2.1.2	The five Ws.....	9
2.2	Financial side of event planning.....	10
2.2.1	Budget issues.....	10
2.2.2	Other issues.....	11
2.3	Tax issues.....	12
2.3.1	Taxes.....	12
2.3.2	Value added tax.....	13
2.3.3	Double taxation.....	13
2.3.4	Tax-at-source.....	13
3	The manual for the company.....	15
3.1	Why the manual was needed?.....	15
3.2	Making the manual.....	16
3.2.1	Parts of the manual concerning Finland.....	16
3.2.2	Parts of the manual concerning Sweden.....	21
4	The phases of event management.....	25
4.1	Before the events.....	25
4.2	During the events.....	26
4.3	After the events.....	28
5	Discussion.....	30
5.1	The manual.....	30
5.2	The process.....	32
	References.....	34
	Appendices.....	35
	Appendix 1. The manual.....	35

1 Introduction

1.1 Background

The purpose of the thesis is to provide an effective and useful manual for a sports equipment company. The manual will be used for events since the company has noticed the need of the manual. Desired end product will be efficient and working manual for conducting the events. The parts of the manual collected to the thesis will include mainly financial side of the events. The company sees that the manual would help in the future.

The company expressed a need for a manual in the early of February. This was the planning phase for the events to come in summer. They have more and more competitions every year and for this the manual will be very useful. The company imports sports equipment and arranges events all around the world.

In the past the company has had difficulties in conducting the financial side of the events. Especially practicalities that are linked to the financial side have been troublesome. To help this and to make clear guidelines the manual will be provided. The manual will be good addition to the growing company and it will be useful in the future.

The company has a history of making manuals for everyday use. This is one of the reasons that the manual was required for the event part as well. They have noticed that manuals are good medium for instructions and the staff can check their knowledge from the manual whenever they feel like. The company is not mentioned by name during the thesis.

1.2 Goals and methods

The goal of this thesis is to make an efficient and functional manual, which will help the planning for the financial practicalities in the future. The company wants to make planning easier and more efficient.

The thesis will be qualitative case study. This means that participating in the events is a crucial phase of the thesis. In this thesis there will be a couple of different methods that are used. The first method will be participating and observing. This means that all the previous data will be collected and observed. Participating means also that there will be meetings and events that need to be participated. Another method will be literature. Literature will be collected the way that they are related to the subject. Project planning or event planning literature would be such material.

1.3 The structure of the thesis

The thesis will be structured as follows:

- The framework and theory of the thesis
- The case of the thesis
- The execution of the thesis
- Discussion.

The framework and the theory will be separated into event management side and in financial aspects. The financial side will include issues such as budget issues and different tax issues.

The manual part of the thesis will explain why the thesis is done. It introduces the case of the thesis. The manual part will explain the manual both from Finland's event and from Sweden's event.

The execution phase will explain the whole process of planning the events and what happened during this summer. It will be separated into three parts; before, during and after the events.

Lastly there will be the discussion where the process and evaluation will be divided into the manual side and the process side. There the work will be evaluated. Will the company be happy with results? Did the work go well in the eyes of the writer?

2 Theoretical framework

2.1 Event Planning

Planning an event means that professionals have planned a gathering of people. This gathering could contain close people in person's life or people from work such as colleagues or contacts of yours. The gathering could also be an event where many strangers gather for concerts or sporting competitions.

The figure one explains an event in three ways. Like mentioned an event is a planned gathering. It is most likely to be a memorable for all the participants, which is one of the goals. The third aspect that you can spot an event for is that an event is temporary. It usually does not last a long time. For instance sport competition can be a one-day thing or a whole week thing. (Dowson, Basset 2015.)

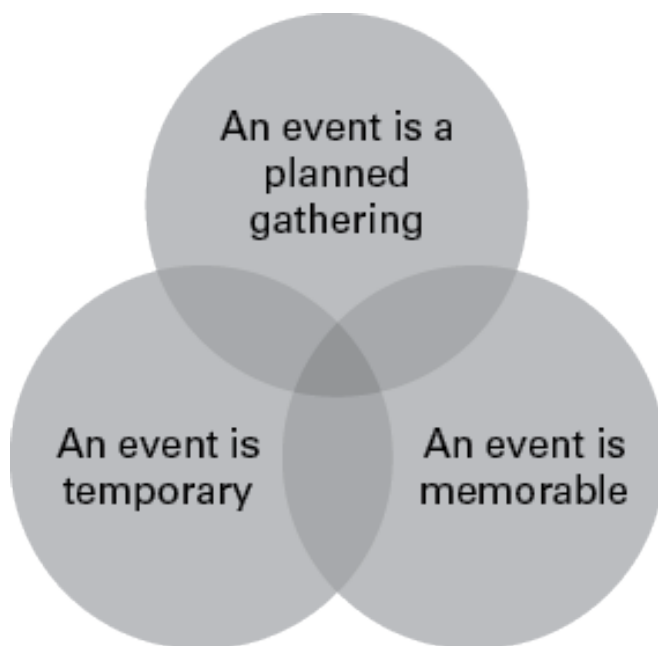


FIGURE 1. Defining an event.

Event planning can be stressful but it is also fun. Planning different solutions to problems will release the creative side of the planner. The planner needs to come up with solutions that he/she has been dreamed and the usually should be unique. There are mul-

multiple possibilities to do and plan the event. However the planner should always remember the budget of the event.

To ease the planner's stress levels there are three issues that should be remembered when planning an event. Firstly the planner should have organized approach to organizing and planning. Good example of this is a manual for the event from where the event planner can have precise instructions and guidance.

The second issue is to have a clear understanding of the different stages of the event-planning process. These stages could be for instance planning, execution and after the event. The figure two explains the stages needed in event planning clearly. In the first stage there is need of preparation. The planner needs to plan how he/she will conduct the event and how much money there is to spend to the event. The second stage is detailed planning. Here the planner has already a rough plan how the event should go. Then the planner selects the location of the event and what program there should be. The planner also needs to plan financial aspects very clearly since the planner already has a budget planned.

Between the stages two and three is the event itself. After the event the planner will go through the event with the event group. This is an important stage of the event since the planner can get valuable information about the event. The planner will evaluate how the event went and if there is something to improve.

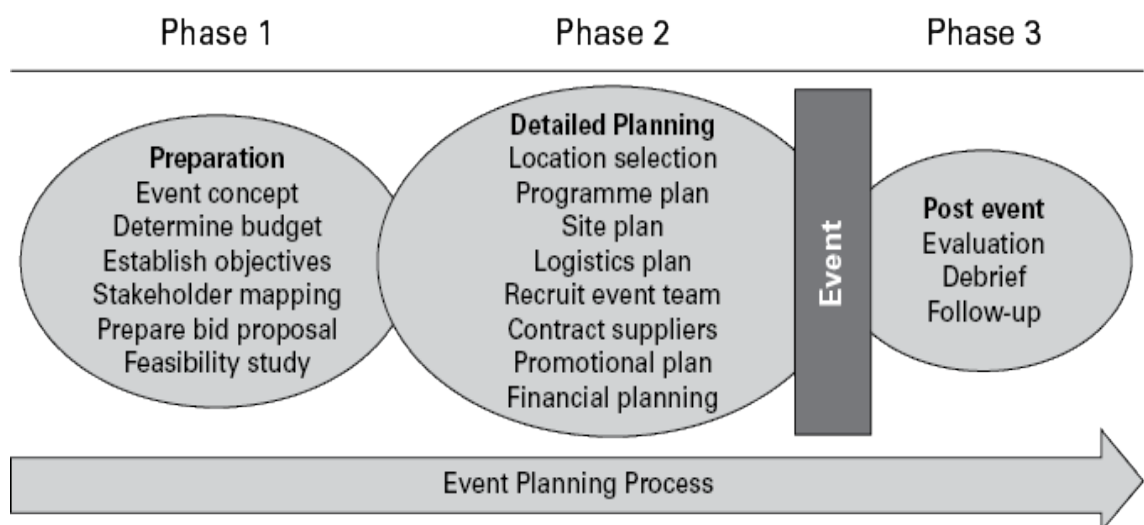


FIGURE 2. Event planning process

The third issue is quite important. In this issue the planner needs to do all the important tasks and activities when they are needed to do. These tasks and activities could be for instance making the budget, planning the site layout, recruiting the event team, Financial and procurement planning or even planning the logistics. For this the planner should have some software to keep up with the tasks and activities. (Dowson, Basset 2015.)

2.1.1 Post event

Like mentioned in the previous chapter the post event phase is as important as the planning phase and it should not be forgotten. In post event phase the planner will evaluate the event arranged. This gives the event creators valuable information about the event. The vital aspect when evaluating the event is to measure its size. If the event has been a larger one there are multiple issues to scale. However, smaller events take lesser time to evaluate. There are two types of outcomes from the evaluation process:

1. Tangible
2. Intangible

Tangible outcome means the revenues and expenses of the event. This is quite direct way to evaluate the event. This will give clear answers about the budget and other financial aspects. The intangible outcome, however, measures the experiences of the audience and the staff. This can be done with different surveys or interviews. This is as important outcome as the tangible. (Sharples 2014, 229-232.)

However the outcome of the surveys can be hard to measure. This is because opinions are not objective. One experience can affect the whole opinion of the event whether it is bad of good one. That should be considered when the results are examined.

Both of the outcomes are important and the planner should consider getting both outcomes from the event. The after phase of the event is crucial for the future events and that is why it should always be done.

2.1.2 The five Ws

In the event planning there is the concept of the five Ws. Those five Ws are:

- Why?
- Who?
- What?
- When?
- Where?

The first W asks the planner the reason the event is organised. The planner needs to think about the motives and objectives of the event held. There should always be a purpose for the event. The second W is who. Who is the target audience? What kind of customer profile the event has?

The third W is what. The planner needs to think about the activities and programme of the event. What makes a good event? The third one is when. Is the event held in specific season? The rough plan of date is also planned since the last W is crucial for it too. The last W is where. The location is really important for the event. The planner needs to book location early enough and start to think about the surroundings. The figure three summarizes the 5 Ws concept.



FIGURE 3. Developing the event concept using the Five W s.

(Downson, Basset 2015.)

The five Ws concept gives the planner good map on the event. As little as a five questions can be valuable strategy for preliminary planning. It asks the purpose, the audience, activities or programme, timetable and the location. If the planner has an answer to all of the questions for the five Ws he/she has a good base. All of the Ws also are linked together. This should be looked as a big picture and every W should have an answer at the end of the planning.

2.2 Financial side of event planning

The role of finance side is quite big when deciding what to do. One of the most important aspects before even starting to plan an event is to figure out the budget for the event. There are multiple concerns that are issued for the planner when planning the budget of the event. These issues are:

- Preparing the production budget
- Managing cash flow
- Making a profit
- Budget layouts
- Considering other potential costs.

(Matthews 2008, 42.)

The planner has five major concerns when planning the event considering the financial side. Preparing the budget is important since the company usually wants to make a profit out of the event. The planner should not spend too much money. Another problem is unexpected costs that the planner should consider and make a plan for.

2.2.1 Budget issues

Clear budget will give the planner a control of the event that is planned and it is important not to spend too much. It is however the company's money and they want to make a profit. To accomplish effective budget for the event, the planner needs to think some aspects.

1. How to develop a way to track expenses?
 - a. Make a list of expensive categories
 - b. Research and make categories for the expenses
 - c. Think about the unexpected expenses
2. What are the sources of income?

Tracking the expenses is an important aspect when managing the events. Good way to do this is to make a list of expensive categories. These could be such as rents, work force or logistics. The company needs to research these costs and make clear division between them. The company needs to have a plan for the costs since there are always some unexpected expenses that should be researched as well. (Matthews 2008, 42-43.)

To make an efficient budget the company needs to solve the sources of income along side the expenses. Where the main income will come? Events are usually sources of improving the image of the company or cause. However they should not be all unprofitable if the company wants to continue planning more of them. Sources of income can be parking costs, entrance or participating cost or even a shop in the event place. (Matthews 2008, 42-43.)

2.2.2 Other issues

Before planning an event the planner should map out possible cooperation. Would it be possible to do some business in cooperation? What other possibilities cooperation would bring? It should be taken into account that everything will cost. There are multiple different sources to find cooperation and it is good to be active. Different cooperation partners could be: the event location owner, subcontractors (for instance, food, safety, first aid etc.), different vendors, sponsors and financier. (Manual for event planner, Etelä-Pohjanmaa.)

Finance part is usually the most crucial part of the event production. Without financial planning the costs or incomes cannot be traced. The planner of the event can seek the aid or financial support from the city that the event is held. The city then decides if they want to participate to the expenses of the event.

It is a normal phase of the event management that the aids are sought. This should be done many months, usually a year, before the actual event. The planner should also have a reasonable precise plan when seeking the aid. Precise plan could for instance the budget of the event, where the aids have been written precisely with costs and incomes. (Checklist for event planning. Imatran kaupunkikeskusta.)

Precisely made financial plan will help the decision making for the city. They have better view on the costs and incomes. The decision-making will be easier if the company has good sources of income and not too many sources of expenses.

2.3 Tax issues

In addition to financial concerns in previous chapters, it is important that the planner considers few tax related aspects as well. These aspects are important since they include taxes that are included either price of the goods or services. They also include issues that need to be solved before any prize money will be paid in sporting competitions. Taxes that are explained in this chapter are:

- Different taxes
- Value added tax
- Double taxation
- Tax-at-source

The information is gathered from Vero.fi, since the website has the best knowledge of the taxes that are applying to Finland.

2.3.1 Different taxes

In most continents, including, North America, Europe and Australia, it is mandatory to have federal service taxes such as GST or VAT. This tax should be added to the cost of any services or products that are sold in the event. These taxes are refundable in accounting and have a certain money limit when the company is obligated to sell with the service tax. (Matthews 2008, 71.)

2.3.2 Value added tax

In Finland Value added tax is used on products or services. Value added tax or VAT is a spending tax that the seller will add to the price of good or service. The seller will collect the tax during the sales process and will account that later to the state where the selling process has been made. The seller is obligated to sell with value added tax when the sales goes over 10 000 euros. The mentioned EUR border is for Limited Liability Company. The company needs to register to sell with value added tax.

The company can consider the possibility to do business outside of Finland. If the company wants to do a business outside of Finland the company might be obligated to pay taxes to that country as well. (Vero.)

2.3.3 Double taxation

When the event is held in a different country than the company operates there is a possibility of double taxation. This occurs when the event managing company pays prize money for the people attending to a competition. The double taxation concerns Finnish attendants who compete in abroad. Both of the countries want to have their share of the taxes, however there is a way to eliminate the double taxation.

The person who is in threat of double taxation should contact the tax office of their country and ask new tax card. The country is able to credit the tax that is paid to Finnish taxation or the country could make a tax-exempt of the income that is not Finnish-sourced. Then the person will deliver the new tax card to the company who pays the prize payments. If the person is done everything correct the country of abroad will take certain per cent of the prize money and Finnish tax office will take 0 per cent. However the person can apply the elimination of double taxation when the annual tax information comes. This is however way more complicated. (Vero.)

2.3.4 Tax-at-source

The Finnish attendants are supposed to apply a new tax card for double taxation. However the attendants from another country should apply for tax-at-source card. This card

will eliminate the double taxation for attendants from abroad. If the event is in Finland the tax-at-source will be 30 per cent. The application will be made to the Finnish tax office.

If the income payer is a Finnish company but the competition is in another country. The tax-at-source card will help the player to get a tax per cent of 0 %. This is because the other country will tax a certain amount all ready and the tax-at-source card will remove the double taxation. (Vero.)

3 The manual for the company

The third chapter will introduce the manual that was made during this thesis project. The manual was first of its kind in for the company in the event management. It followed same kind of style as the company already has for its day-to-day business.

The chapter will first go through the reason why the manual was wanted for the company. Then the chapter will explained different parts of the manual from financial point of view both in Finland and Sweden. There will also be some citations from the actual manual.

3.1 Why the manual was needed?

The manual was important for the company since they have more and more events. For these events they felt important to have a clear and specified instructions for conduct the events. They have a lot of experience in the event management, however the financial side has been troublesome. For this the manual will tell everyone what needs to be done and how. There are examples both from Finnish event and events abroad. That way it can be used in various ways.

Before starting the manual there were a lot job instructions. The company made clear objectives that were required from the manual. It should help in the future and be effective and be easy to follow. It will be conducted to Google Drive so that every employee at the company can use it easily. It will include more issues than only financial side of the events due to the impact that I will do to the event.

The manual will collect every important factor that are included to the event planning such as financial, staff management, feedback from the event for the future, different purchase needs and pricing policies. When including all these issues the company will have better start for the future events.

The thesis will include the planning phase that was needed and it will explain how the decisions were made. There will be parts of the manual that was made for the company and those issues that will be included are explained.

3.2 Making the manual

The manual was probably the easiest job for the case study that this thesis will explain about. It was started a bit before the first event in summer. I started to collect all the bits and pieces from the meetings. I also collected some knowledge from past events from the employees. The help from the employees was required when searching certain items for the events.

The company helped me when making the manual. There were a person assigned to help me, the finance manager, and because of her knowledge about the subject it was easier to conduct the manual. She helped a lot with the content such as what to include and what is not that important. There were regular meetings with the finance manager and there she would review the work done and make some suggestions.

Because the manual was made from a several events it took longer to make it complete, or at least almost complete. The company has a manual for everyday use and it is modified all the time. This means that maybe in the future this manual for the events will be modified so that it will serve its purpose better. The manual was already modified several times during the making process.

After the first event there were a lot of content already since it was a big event for the company. There was a meeting after the event where the event was evaluated. This evaluation made it into the manual as well since it will be a great source of information for the next event.

The second event took place later in the summer and it was in Sweden. This aspect made the making of the manual a bit more complicated. In this phase, luckily, the finance manager gave good advices. The hardest part of the event in Sweden was the tax issues and prize money subject.

3.2.1 Parts of the manual concerning Finland

This part will explain the manual for the event that took place in Finland earlier in the summer. The part after this will tell about the manual that is made for the event in Sweden. There will be parts of manual attached to the explanation as they are written in the

manual itself. This manual will be attached as a whole in the end of the thesis as an appendix.

“1.1. Coming purchases

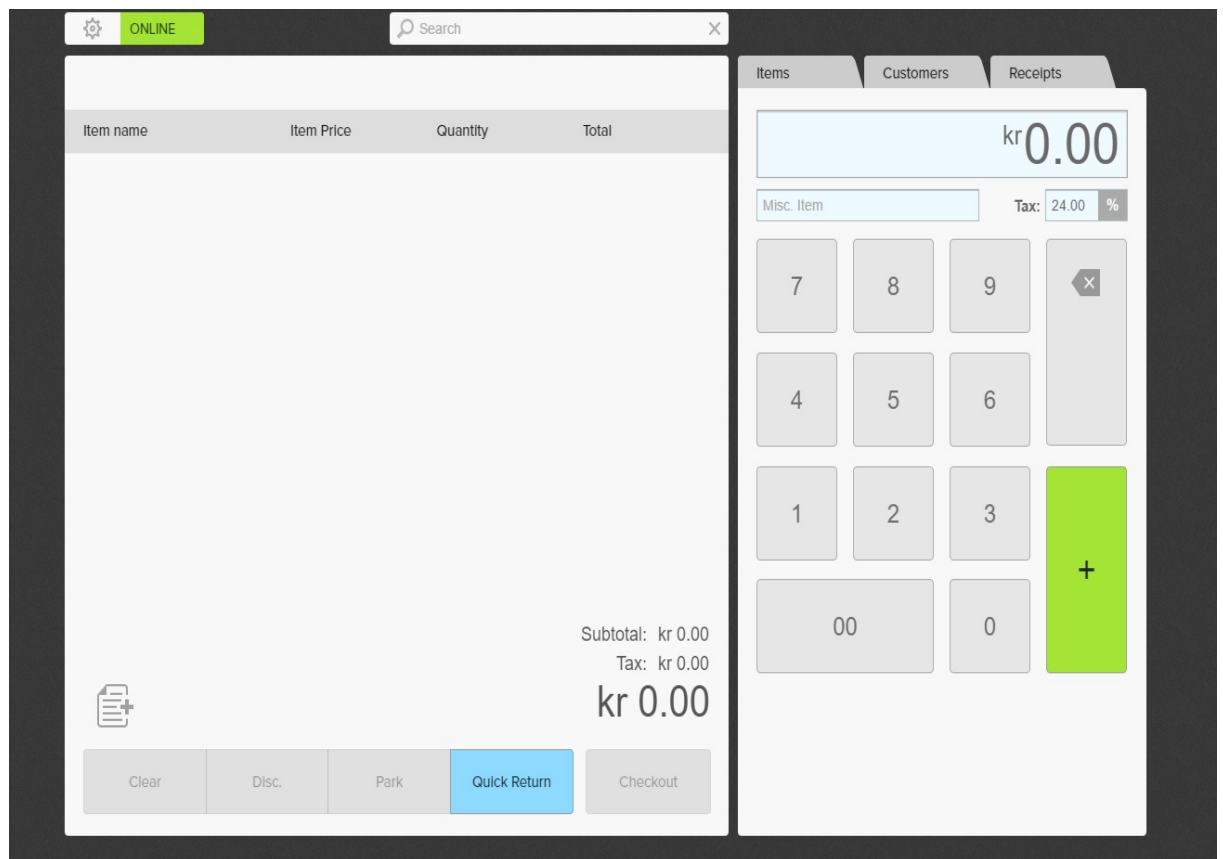
- Think about, if something needs to be purchased such as tables of chairs. Think about also what and how much.
- What will they cost and are they useful in the future?
 - Or would it be cheaper to rent them?
 - Do we really need them in the future?”

The first thing that was included to the manual was the purchases that were needed for the event. This part includes all the information what is to be thought when purchasing things. The person who is planning the event needs to think if he/she needs to purchase new equipment or marketing materials. The plan of the manual was also to get the planner think about more. This can be seen in the first part of the manual with the questions.

It is important that the planner thinks the issue of purchasing versus renting for instance furniture. The planner should think if all purchased items are valuable in the future or should they be rented. Renting can be cheaper and there is usually quite much furniture required. This is why renting is a good option when designing the space in the event.

“2. The cashier system

- The cashier system will be POSE which has been tested and proven working
 - The taxes can be included to the price
 - Coupons will work
 - It is easy to understand
 - There are multiple different reports that can be used later”



PICTURE 1. The cashing system POSE in SEK.

The second part is more about the financial side of the manual. First there is the aspect of the cashier system. The manual tells what was used in this year's event and if it was working. The manual will tell everything about that and has good reasons why the cashier system was selected. In above in picture one there is a picture of the cashier system. The cashier system was the most important thing since the company did not have a working system in previous year. There were many aspects that were required from the cashier program.

The system needs to calculate the coupons and other discounts right and also be simple and have different currencies. Another important aspects were reports. The reports were supposed to be specific enough that the company could see the sales and with what payment method was used. The VAT was also important to see from the cashier system.

The cashier system was easy to use and had clear layout. It could be modified however the planner wanted it. In the events there were products with barcode and without. The barcode products were quick and the products without were put to the cashier system with the "misc. item" method.

Acquiring the cashier program was quite challenging and it took couple of days of testing different programs. In the end POSE was the best choice. It was not too expensive and it worked well. It proved to be excellent also in Sweden since there was one salesperson from Sweden and the program worked in English.

TABLE 1. Example of cash base table.

	Register 1	
50	0	0
20	5	100
10	5	5
5	5	25
2	5	10
1	5	5
0,5	5	2,5
0,2	5	1
0,1	5	0,5
0,05	5	0,25
	Register 2	
50	0	0
20	3	60
10	3	30
5	3	15

2	3	6
1	3	3
0,5	3	1,5
0,2	3	0,6
0,1	3	0,3
0,05	3	0,15

The table one is an example of the base cash table that is in the manual for the company. It helps the planner to know the sum of cash base used in previous events. This way the planner can easily get the amount that he/she needs for the cashier. In the event there were two cashiers so that is the reason for two tables. The other cash base was smaller since that cashier did not need as much as the other.

“3. The external payment device

- There must be an external payment device!
- This needs to be verified in good amount of time
 - This means month before the event since the company has two weeks shipping time
 - If you are late for this, you will need to pay 50 € for fast shipping
- For the external payment device:
 - Make sure that there is someone that is authorized to deal everything with the payment device company but also with the telephone operator as well!
 - For different financial reports make sure to rent the payment device for at least month (depending the duration of the event)”

The second part that was concentrated on the financial side of the event was the payment methods. In the events there were two alternatives for this, cash and card payment. It was clear before the events that the external payment device would be necessary. People are paying more and more with cards and only few carries cash with them any-

more. For this the manual will tell to the planner from where the payment terminal was acquired. It will also tell the planner how much there would be in the cash register.

The next part was concentrated to the pricing policies in the events. The event had a store and the products needed to be priced. The company has a person who does the pricing and the manual will tell to the planner who is that person. However there are some basic products that the planner can price himself/herself by looking the prices in their system. This helps the planner a lot since he/she does not need to bother the person who does the pricing for the specialities.

For both events, in Finland and Sweden, one of the most important aspects to think about was logistics. This was important for the financial side as well. Before this year the company had used the van to take several trips back and forth. This is quite expensive and also time consuming when thinking about the work hours lost. With this event there was one truck that was ordered from Posti Oy. The truck took all the necessary items to the event place and also away when everything was packed again.

3.2.2 Parts of the manual concerning Sweden

This part is quite similar to the Finnish part of the manual. There were couple aspects that needed to be taken account when planning the event in Sweden. This is why the company felt important that it should be included in the manual as well. However the part that concentrates on Sweden will be shorter on the manual since there were not as many actions needed as there were in the event in Finland.

“ 1. Payment systems and cash machine

- The cashier system will be Pose
 - There needs to be a notification to Pose’s help desk so that they change the currency to SEK instead of EUR
 - Make sure that the card payment device is working abroad
 - It might be good to figure out where you could rent it from abroad to ensure it working
 - One cashier is enough because the competition is smaller
 - Remember to modify the VAT percent!

- If you forget, do not change that during the event, you can calculate it after
- Take the cash box that was purchased from Finland!
 - Notes needs to be changed to coins on the spot
 - With the other shop there!
 - At the end of the event: Change the coins to notes (as much as possible)!
 - It is hard to change them into notes in Finland!
 - It is also impossible to account coins in Finland.
 - The end of the day deposit can have coins so that the reports match with the cash”

The first part is dealing with the payment systems. The plan was to use the same cashier system called POSE in Sweden. In addition the possibility of using the same external payment device was solved. In this part the manual will instruct the cash needed into the cashier. In the end our sales person in Sweden acquired the money to the cashier since it was the easiest way.

This part also explains the necessary aspects that were needed to realize when planning financial side in Sweden. The most important part was to change the currency and the VAT to the cashier system since the currency is SEK and the VAT is 25 %.

“3. Staff

- There were three workers in the shop
 - This meant it was much smaller than in the event in Finland
 - It was enough
- Opening hours:
 - Wed: 11-18
 - Thu: 11-18
 - Fri: 10-18
 - Sat: 10-18”

Because the event was in Sweden there was an important decision to be made. Who would be going since there is an abroad daily allowance included into the costs? The company could not send too many people since it would cost more.

In the end there were two people from Finland and one from Sweden in the shop. The opening hours were quite the same as Finland's opening hours. However since the competition was in Sweden and the store was located outside the city and the opening was a bit different than it was in Finland. Additional work hours came from the shop being outside. Every morning we put every product on shelves and into the sale tables and every evening we took them away. This was important considering the protection of the goods.

“5. Participate payments and prize payments

- It's a good idea to use consultants in the tax aspects, if the event is placed abroad
- There is a 6 per cent VAT in the participating payments
- There are also different side costs when paying the prize money (pension, unemployment etc.)
- Prize money:
 - Finnish:
 - For the taxation in Sweden:
 - Fill the form to get registration number in Sweden
 - Passport copy
 - For the taxation in Finland:
 - Tax card (it is recommended to get a specific tax card for this so the double taxation is avoided)
 - The payment information
 - Good to know:
 - Tax percent is 15 % (Swedish tax) + Finnish tax according to the tax card”

Because the company arranged the event it was responsible for the prize payments. This was the hardest part of the financial side of the event. The finance manager did the research work for this and she wanted this to be included in the manual for the future

events. The process of the prize payments is explained in the manual very clearly so that in the future the process will be easier.

The prize payment process had very clear phases. First we needed to collect all the necessary paperwork from the players. This took a quite long time since not all of them did this in the event place. The papers were divided into two piles. First pile included their tax-at-source applications and the other papers that went to Swedish tax authorities. Then the papers came back from these authorities and they were sent to the payroll clerk. After all that the company could pay the prize payments. The process was very interesting and challenging even though there were simple phases.

The most challenging part of the prize money payments was the fact that different documents were needed from different people from different countries. For instance Finnish people needed to fill a form that was required to Swedish tax office and they also needed a passport copy. However, they also needed to provide a tax card for Finnish tax office. The tax card should be different from their normal tax card since Finnish people needed to avoid double taxation. In opposite for instance Swedish people needed to provide only tax-at-source card application filled for the Finnish tax office. This made thing more complicated and the payment process longer.

Like mentioned in the last part, logistics were involved quite heavily in the financial planning. Luckily the company was not obligated to take so many items to the event place as they were in Finland. There were a lot of rented items in the event place. This meant that everything fitted to one van and couple of pallets. This was not too expensive since the shipping to Sweden is quite cheap. This also made the planning much easier than it would have been if something like tables or chairs had been obligated to ship to Sweden.

4 The phases of event management

The fourth chapter will go through different phases that were included to the event management process. The first part explains the necessary actions before the event. This part was quite difficult since there were no previous reviews of the events from the past. The second phase happens during the events and the final part was after the events.

4.1 Before the events

Strict planning before the events was really important. Before the event that was in Finland everything was new and there was no manual to follow. The only experience that I had was from last year's event. However I did not participate as closely then as I did this year.

I started the manual right away. Whenever there was something done for the event I filled the manual. This way the manual became a bit of scattered and confusing and it needed modifications afterwards.

There were a lot of meetings before the events. For the Finnish event it was easier since everyone that was participating was in Finland at the company. We had quite many meetings at least once in a month. There were a lot of different meetings as well. Some of them concerned overall the event, some about the store and some about the logistics and what concerned the warehouse.

Before the event in Sweden, there was already a base for the manual. It made the planning a bit easier. The store was smaller than it was in Finland and one matter that was different as well was that the store was outside. This meant that we had to plan how to secure all the products.

Another important planning was the cashier and payment side. We had to think how it would be done in the best possible way. The cashier program and payment methods were the most important issues of the planning. In the past it was really troublesome and the company wanted better solution for reporting the sales. With the cashier program we succeeded very well. However we did not succeed the way we wanted with the card payment device in Sweden but took that as learning for the next event.

4.2 During the events

During the events I was really busy, because I attended to the events closely. In the event hold in Finland it was easy to go to the office once in a while but in the event in Sweden it was more difficult to contact to the office. I had planned the shops that were in the events. Planning the shops was nice job and it was something different. However, this meant that during the event there was little time if none to add material to the manual.

However during the events I tried to think about what I should add to the manual afterwards. One important aspect was the cashier for instance. The start cash was collected before the event and new cashing box was purchased. The important fact was, how to secure the cash during the event.

The solution was that it was carried everyday away and back to the event place. It needed to be calculated after the day. For this carrying them back and forth might be the only solution. There might be some better solutions in the future but for now that worked the best.

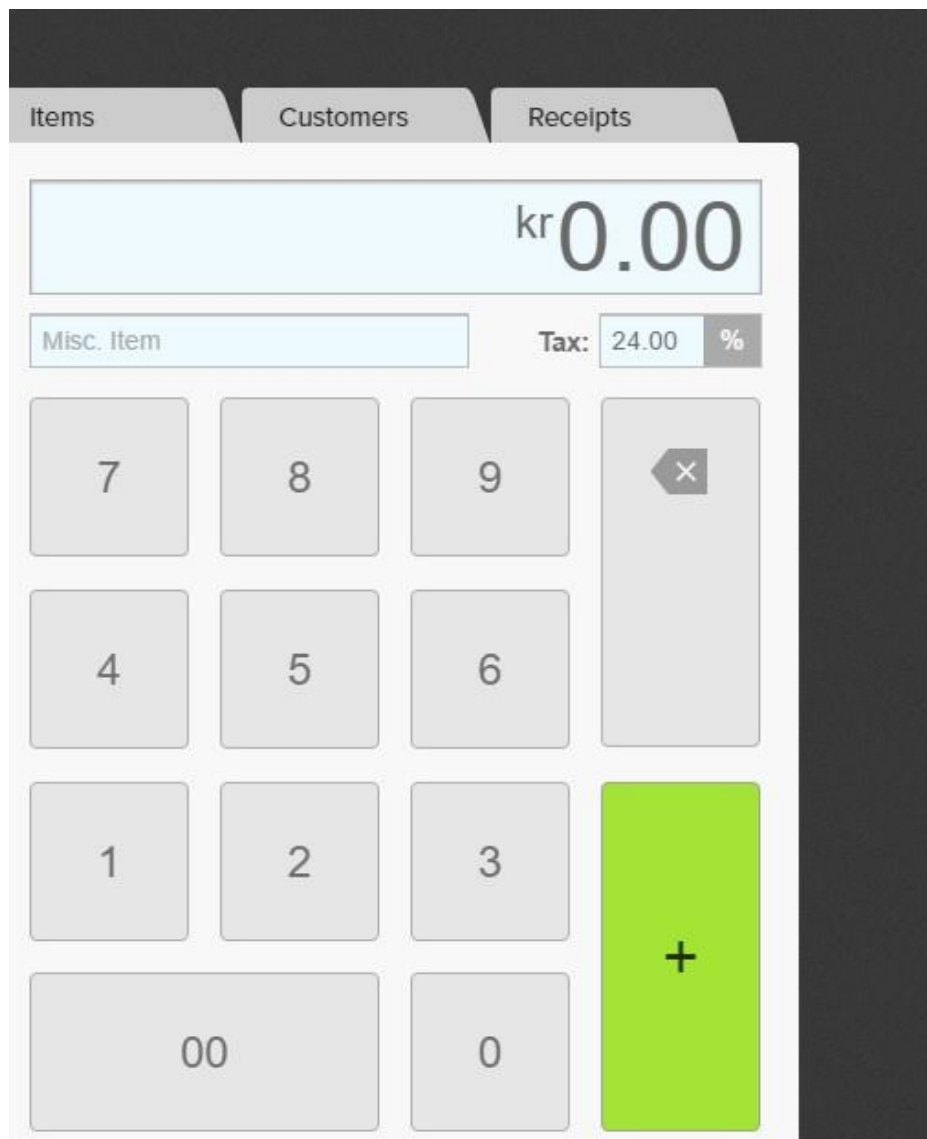
When checking and calculating the cashier the acquired program worked very well. It showed how much there were sales and how much there should be left in the cashier. This was good for the company since they want to follow the cash flow and get sales reports out of the program.

During the events the cashier program worked very well. There were some minor problems like I had a laptop and no good mouse with me. A real computer mouse would have been faster and in the future there will be a USB divider for that.

Another minor problem was that the cashier system required a really good and working Internet connection. There were times that the Internet shut down and we had a bit of a problem then. There should be a connection that would be only in shop's use and no one else would use that to secure the connection. This would help cashing process since the cashier can relay that the Internet will work.

We used mostly the misc. items part of the POSE since we have so many speciality products without barcodes. With the barcodes the program was really fast to use. In below the picture two will show the misc. items part that was used. The picture two also shows how simple the cashier program looks.

The misc. item part was really easy to use. The cashier put the name of the product to the part that said misc. item and put the price of the product and pressed the “+”. The cashier system got good reviews from other employees as well. They were pleased that it was so simple to use and it could be learned fast.



PICTURE 2. The misc. item tool of POSE.

4.3 After the events

After the events it was time for evaluation. The event group got together for a meeting and everyone could go through their opinions. The meeting was an important aspect for the event planning since the information gained can be helpful for the next event.

The meeting went well. Everyone got his or her opinion out and I feel like I learned a lot. That will help for the future events. It also helped with the event that was held in Sweden couple months after the event in Finland. There were some improving suggestions for the store but also for the main event itself. Those suggestions were written into the manual for the future.

I put everything from the event to the manual since this is the way of the company. If there is some refreshing day and there the staff can ask anything those questions will be put to the main manual that the company has. I wanted to continue this and put the feedback to the event manual.

In addition to the meeting that the group had there was a survey for the attended people to the event. It was divided for the people in competition, staff and spectators of the event. This gives important information as well since most of them are customers and they will see problems that the staff may have not seen.

Overall the feedback for the event in Finland was good. People enjoyed the event and they felt that it was arranged well. What made me feel nice was that the store got some good evaluations as well.

However, when we did the event in Sweden there were only a survey made. Somehow everyone was so busy that there was not time to hold a meeting about the event with the group that arranged the event. However this is valuable information since next time there will be a bigger urge to have the meeting.

In addition to the meetings there were still work to do for the event. The products that came back needed to put in their places, some reports was needed and the cash needed to put to the bank.

One of the biggest challenges after the event in Sweden was the prize payment process. This is something that should be improved in the future. Now we collected some paperwork after the event, and it took longer time to provide those to us than we thought. If the people would fill all the papers before attending to the event it might be easier for us to pay the prize payments.

Another problem with the prize payments was the time it took itself. The whole process took two months, which was way too long. Some attendants who provided the paperwork correctly at the event place were obligated to wait too long. This is something that needs to be improved in the future. It also helps that the solving work has been made and it is in the manual.

5 Discussion

I have decided to divide the discussion in two parts. This is because I was involved so closely in both planning the event and conducting the manual. The first part will be about the manual and how the work was done and if the company was pleased with it. I will discuss the process and the challenges that I had with the manual and how I overcome those challenges.

The second part will be about the process of conducting the events together. This is because the process was so big part of the manual and I wanted to discuss about the events as well. If they were successful and what I learned while participating those events?

5.1 The manual

The manual itself will work in the future as a guide for event organizing. Now the company has a base for the events and it will be easier to star the planning work. Like mentioned the start was hard. The blank page with nothing on it and somehow it became a manual. The company was pleased with it and will use it in the future.

I started the manual with the purchasing because it was the very first thing that we discussed in the meetings. What I need in the store and what should be purchased? The next thing was the cashier program, which took me couple of days to figure out. The cashier program is now functional and now that the research work has been done it is easier in the future. The cashier program needed so much research work since there were many aspects that was needed to figure out. Does it calculate discounts right? How about the taxes? These are important financial aspects that were needed to solve for the company.

Pose was great tool in the terms of reports. It showed everything that the company wanted to see. The only problem was that the VAT was forgot to change in Sweden so we were obligated to count the reports again with the correct VAT. Fortunately this was not a huge problem since the prices already included VAT and the total sum did not change at all.

The next part was included financial decisions as well. The external payment device was needed for the event so that needed to be rent. Luckily the company had a contact from the last year so that was easier job. However there were some difficulties since it was high summer season so the company was busy and the flow of connection was hard.

It was really good decision to hire the truck for the materials in Finnish event. It did not only save us a time but money also. The service was not too expensive and it worked well. The materials were the event place fast and at the same time. In the past the process were made with the company van and there were multiple times back and forth. Now all the materials went to the event place in one go. For the future events the information is now in the manual and the planner can now book the same service easily.

One of the most difficult aspect to think was the staff and the timetable for them. For the first time ever I was responsible for making working times for people and opening hours for the store. This one was something that needed improvement for the future, but it was a great experience.

For the Swedish event the process was quite similar. I started with purchase phase however since the event was in Sweden we did not have to purchase anything. We rented most of the equipment from Sweden through our Sweden employee. The cashier system was the same but it was changed to Swedish currency. The external payment device did not work there and that is something that the company has to think about if they are going to arrange the events in Sweden.

For the manual I needed to have a clear understanding about the prizing payments, which were really complicated. The issues of taxes were something that I needed to learn for the payment process. The payment process was quite slow because of the tax offices both in Sweden and in Finland.

The company was very pleased with the manual. They feel that it will be useful in the future. This means that I have fulfilled my goal to make an efficient and useful manual for the company. They emphasized that I worked hard both with the manual and in the events. The future events will now go more fluently and I am happy that I have been part of the process.

5.2 The process

The thesis subject was interesting since there was not much information about this subject. It made the information gathering really hard. The theoretical framework does lack of some information just because there was no information found.

However, the time with this project did teach me a lot. The manual making made me think creatively and my problem solving skills have improved with this time working with the manual. The start was rough since there was no any previous knowledge of the customs and norms that are used when planning an event. My duties became wider also during this time. In the end I was responsible on planning the whole store both events on Finland and Sweden. This was a job that I had no previous experience at all.

I started by trying to remember last year's shop and how that was made. How I could use those solutions this year. One major thing was that we could not go on with the cash box that we owned since it was not safe at all. We purchased new, better cash box for the events. Another major problem was that the program that was used last year, to follow the sales was not working. To this I figure out a solution as well. These functional financial solutions helped a lot and will help the company in the future as well.

I learned a lot in the meeting before the events. There I could share my ideas and get more instructions how the things would like to be handled. Sometimes I even got some last minutes tasks that were stressful. However, this is the job of the event planner and sometimes it is stressful. The most stressful issue was that there are things that you cannot do anything. Or you have to wait for someone. So the issues are depending on you but you are not able to do them anything until someone else has done something.

Another problem that we faced during the event in Finland that there should be more personnel in the event. Sometimes the queue was really long but we had one cashier and one selling person. There was a need of help at the cashier when the queue was long. This is luckily easy to fix for the future.

During the events I had little time if none to do my manual. The weeks went fast since I woke up and went to the event place, count the cash in the cash box, which could took

me sometimes quite long, and went to sleep. This was my week two times on previous summer. After the event week I needed to go straight to the office. From this I got plenty of “overtime” hours.

Interesting fact about the events is that the planning starts really early, about year before the actual event. The event is a temporary state and it usually takes quite short amount of time of the week. Our events took 5 to 7 days. However, when the event week is over the work for the event is not. I did many weeks after the event work for the event. Most of the work was doing reports of the sales. That work was done two times in previous summer.

What I noticed as well was that it is really important to inform people well. In the event in Sweden, some materials were left to different place than they should have been. This caused unnecessary stress trying to figure out how to get them to the event place soon. Solution could be for instance putting some clear notes to places where the materials should be. Another solution could be that the materials are checked at least two times before packing them. In Finland it was easy since the event place was near and if something was forgotten it was easy to pick it up.

I enjoyed both of the events. I gained valuable experience in event planning field, which has been one of my dreams. However I got to connect the event planning to finance administration, which was the most enjoyable thing in this project. The nicest thing was, however, that the company was pleased with my work and gave me good reviews of it.

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Appendices

Appendix 1. The manual

Manual for events

The purpose of this manual is to make the planning phase of the events easier and more efficient in the future. There will be many aspects that needs to be taken account, such as financial, logistics and other, when planning the event.

1. Purchasing

1.1. Coming purchases

- Think about, if something need to be purchased such as tables of chairs. Think about also what and how much.
- What will they cost and are they useful in the future?
 - Or would it be cheaper to rent them?
 - Do we really need them in the future?
- Think outside of the box!
 - DS Smith prepares cardboard displays that looks good and are interesting!
 - Could we use them as a furniture or for something else entirely?

1.2. Do we need new marketing materials?

- For instance banderols, beach flags, plastic bags, commercial ribbon?
- If there is a need, -> consult the people who are responsible for these because they are in charge of the marketing side.
- Think about how to get the products to be as attractive as possible
 - What kind of displays to use?

2. The cashier system

- The cashier system will be POSE which has been tested and proven working
 - It costs 49 USD per month
 - An extra cashier costs 19 USD
 - This would be good in times where there are a lot of people
 - The taxes can be included to the price
 - Coupons work well
 - It is easy to understand
 - There are multiple different reports that can be used later
- Discounts
 - Pose cannot count gift card discounts right for taxation
 - This is why we do not want to have gift card option in the store
 - Staff discounts work well
 - Different discount percentages are quite slow
 - In 2016 there were 20 % from stock items and 10 % from special items

- Products and how to add them
 - The cashier can be modified the way you want
 - There can be different categories and subcategories
 - Products can be named the way you want
 - EVERY product needs a unique code which can be EAN code
 - This helps when you can use a EAN code reader in the event!
 - Every product needs to be priced!
 - Products can be added to the Pose few ways
 - First option is to add products manually
 - This is good if you have only few products
 - The other option is to use csv file
 - This is good if you want to add multiple products
 - Remember to keep last year files since they might be useful next year!

3. The external payment device/ cash

- There must be an external payment device!
- This needs to be verified in good amount of time
 - This means month before the event since the company has two weeks shipping time
 - If you are late for this, you will need to pay 50 € for fast shipping
- For the external payment device:
 - Make sure that there is someone that is authorized to deal everything with the payment device company but also with the telephone operator as well!
 - For different financial reports make sure to rent the payment device for at least month (depending the duration of the event)
- In addition to external payment device there will be need of cash register
 - Think about how much cash you will need every day
 - Let's try to have more small cash into cashier since many customer paid with 20 EUR notes
 - Think about the safety of the cash register
 - A new register with lock was bought for the first event
 - Count the cash register every day!!
 - Check if the amount is the same as in Pose
 - Check the report of the external payment device as well!!
 - Where is the cash put after the event
 - The cash is being accounted to the bank
 - These needs to be counted and put into accountbag with a note which tells the amount of cash

	Register 1	
50	0	0
20	5	100

10	5	5
5	5	25
2	5	10
1	5	5
0,5	5	2,5
0,2	5	1
0,1	5	0,5
0,05	5	0,25
	Register 2	
50	0	0
20	5	100
10	5	50
5	5	25
2	5	10
1	5	5
0,5	5	2,5
0,2	5	1
0,1	5	0,5
0,05	5	0,25

4. Pricing of the products

- Pricing needs to be done before the event!
- J will do the pricing of special items, stock items can be looked from the shop
- If there are any preparing for the goods (for instance putting the price tags on) do this BEFORE (at least print the labels) the event

- In 2016 event this was done too late and the staff needed to write and put the labels to the products on the event place
 - This meant less sales people

5. Staff and opening hours

- Opening hours:
 - Mon: Putting everything up
 - Tue: 11.00-18.00
 - Wed: 11.00-18.00
 - Thu: 11.00-18.00
 - Fri: 10.00-18.00
 - Sat: 10.00-18.00
 - Sun: Packing up
- Staff
 - Staff was too small
 - From Tue-Thu there were 4 people available
 - From Fri-Sat there were 5 people available
 - In the rush hours there were 0 employees selling the products, because two were needed at the cashing process and one was getting stuff from the office
 - Also the two people at the cashing had a low information about the products (They do not work with the actual products too much) so they could not sell the items
 - This is a reason why the staff should get some real education about basic products so that everyone can help customers
 - Staff is especially needed when store is opened!!

6. Logistics

- Because the event place was so close to the office it is better that everything went there with one pick up
- For this a truck was ordered from Posti
 - It was ordered for Monday and Sunday

Event in Sweden

1. Payment systems and cash machine

- The cashier system will be Pose
 - There needs to be a notification to Pose's help desk so that they change the currency to SEK instead of EUR
 - Make sure that the card payment device is working abroad
 - It might be good to figure out where you could rent it from abroad to ensure it working
 - One cashier is enough because the competition is smaller
 - Remember to modify the VAT percent!

- If you forget, do not change that during the event, you can calculate it after
- Take the cash box that was purchased from Finland!
 - Notes needs to be changed to coins on the spot
 - With the other shop there!
 - At the end of the event: Change the coins to notes (as much as possible)!
 - It is hard to change them into notes in Finland!
 - The end of the day deposit can have coins so that the reports match with the cash

2. Purchases

- We did not got any furniture purchases to Sweden because our seller in Sweden can do those better
 - Renting is better also!
- Make sure that all the travel reservations has been made early enough!
 - Early means one month before (or even earlier)!
 - This year was close that the van did not fit to the ship!!
 - This means ships, plains, other logistics!

3. Staff

- There were three workers in the shop
 - This meant it was much smaller than the event in Finland
 - It was enough
- Opening hours:
 - Wed: 11-18
 - Thu: 11-18
 - Fri: 10-18
 - Sat: 10-18

4. Pricing

- The company has a person who does the overall pricing.
- After the overall pricing has been made -> change to SEK
- Much of the prices are same as they were in Finland
- Remember to start putting the prices to the products early enough
 - Again, one month before is good but not always the prices are clear by then.
 - As soon as you know the pricing and the products are collected to somewhere start putting the prices to the products!

5. Participate payments and prize payments

- It's good idea to use consults in the tax aspects, if the event is placed abroad
- There is a 6 per cent VAT in the participating payments
- There are also different side costs when paying the prize money (pension, unemployment etc.)
- Prize money:
 - Finnish:
 - For the taxation in Sweden:

- Fill the form to get registration number in Sweden
 - Passport copy
- For the taxation in Finland:
 - Tax card (it is recommended to get a specific tax card for this so the double taxation is avoided)
- The payment information
- Good to know:
 - Tax percent is 15 % (Swedish tax) + Finnish tax according to the tax card
- Swedish:
 - For the taxation in Sweden:
 - Tax table
 - For the taxation in Finland:
 - Tax-at-Source application filled
 - The payment information
- Other countries
 - For the taxation in Sweden:
 - Fill the form to get registration number in Sweden
 - Passport copy
 - For the taxation in Finland:
 - Tax-at-Source application filled

6. Other

- How to get the products and other things to Sweden?
 - The van takes everything for the competition and some store and office stuff
 - The products will be shipped with the cheapest logistic solution
- Be sure that everything that needs to go there will actually leave!!
 - Inform people where they can take the stuff that will leave with the van.