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Creating an International Responsible
Event for Local Community

Finding Value in Events – Event
Production in Vocational Education



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Appendix 1

Appendix 2

Workshops in pictures

1. Introduction



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Creating an International Responsible Event for Local Community

This Erasmus+ project **Value Europe** was built on existing cooperation between schools in Finland, Spain and Italy. The partner organizations of this project were Perho Culinary, Tourism and Business College and Haaga-Helia University of Applied Sciences from Finland, Col·legi Badalonès and Estudis d'Hoteleria i Turisme CETT from Spain, and Istituto di Istruzione Superiore "De Amicis" and Istituto Professionale per i Servizi Alberghieri e della Ristorazione "Luigi Carnacina" from Italy.

The aim of the project was to learn about Event Production in an international context. In this Erasmus+ Value Europe project, the learning process of Event Production was repeated three times, once in each partner country: first time in Finland, second in Spain and third in Italy. Each of these three learning processes included students and staff members from all six partner schools. Working methods included both online work using Moodlerooms elearning platform for tasks and Moodlerooms Collaborate and Microsoft Teams for online meetings and, more importantly, a workshop week when the planned event was brought into action. The main idea behind the project was to learn about event production in a challenging effort to increase online working skills and international cooperation skills of all the participants of the project, both at student level as well as among staff members consisting of teachers and coordinators. In addition, another aim was to combine curriculums among the participating schools to the extent that was possible.

Learning about event production was new to all the participants. So each workshop included both online lectures and live lectures during the workshops given by experts working on the topic daily. Based on the

learnings gained from these lectures, the international participants in our project did their best to follow the guidelines when creating their own event.

In this handbook all the participants of our Erasmus+ Value Europe project share their knowledge gained on the topic of event production. We welcome you to join in enjoying our learnings!

How to organize an event?

1. Define your goals
2. Choose the date
3. Choose the location
4. Create a timeline
5. Think about invitations
6. Establish a budget
7. Create a team!
8. And to add to this list, we learned about the importance of having a Plan B ready if the initial plans go wrong

2. Sustainability and Responsibility



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When we are discussing responsibility and sustainability, these terms are often mixed, and they might confuse us. In this section you will learn about the similarities and differences between responsible and sustainable tourism.

Sustainable tourism and responsible tourism are both focusing on maximizing the positive impacts of tourism on the society, environment and economy. When you travel and explore a destination in a sustainable way, you respect the culture, environment and people of that destination. United Nations' World Tourism Organization (UNWTO), the global travel organization, has defined sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". (www.unwto.org). Topics in sustainable tourism are big global issues, like climate change and changes in people's attitude towards sustainability.

Responsible tourism aims to create better places for people to live in and better places for people to visit. Responsible tourism targets to minimize social, economic and environmental impacts of tourism, and it also tries to increase greater economic benefits for local people. Responsible tourism requires that operators, hoteliers, governments, local people and tourists take responsibility, take action to make tourism more sustainable. (www.responsibletourismpartnership.org)

The table below shows us clearly the differences between sustainable and responsible tourism. The main difference between these two terms is that sustainable tourism focuses on long-term changes, whereas

responsible tourism concentrates more on individual actions and short-term changes. But remember that even if there are differences between sustainable and responsible tourism, you can still use both terms when discussing responsibility.



1 - <https://blog.globaltribes.io/en/how-to-be-a-responsible-tourist/>

Sustainable and responsible tourism

Sustainable tourism

- Sustainable tourism is the concept of traveling and exploring a destination as a tourist while respecting the culture, environment and people of that destination
- Typically focuses on global issues like climate change and attempts to change the tourism industry as a whole
- Focuses on long term change

Responsible tourism

- Responsible tourism is the concept of creating better places for people to live in and better places for people to visit
- Focuses more on individual actions and individual destinations
- Focuses on short term change

TASK 1: Sustainable vs. responsible tourism

Restudy the table of sustainable and responsible tourism.

- Do you understand the differences?
- Could you name other examples of sustainable and responsible actions?

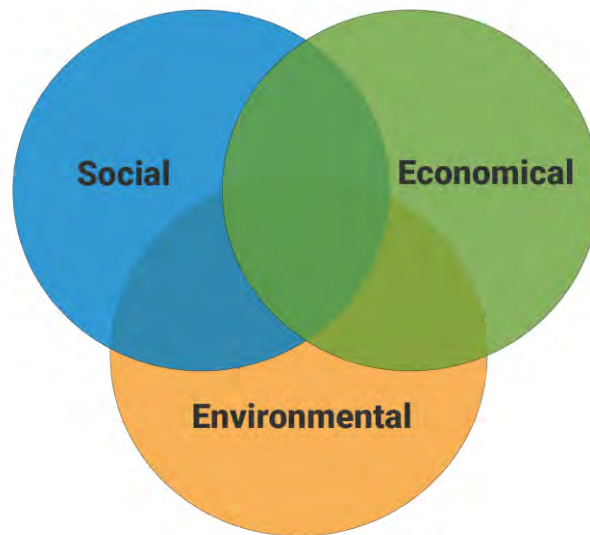
If we want to become more sustainable, we need to shift to new ways of thinking. Triple Bottom Line model is one way to widen our thinking. This model underlines that we cannot just care about economic issues, but we also need to think about social and environmental impacts of our actions.

In Triple Bottom line, we define three different types of sustainability:

- Environmental sustainability: The long-term health of ecological systems
- Social sustainability: The long-term health of people and communities
- Economic sustainability: The long-term ability to secure resources

Watch the video below of Triple bottom line (3 pillars or types) and its importance in business (length 4 min):

[Triple bottom line \(3 pillars\): sustainability in business - YouTube](#)



2 - Picture: Triple Bottom Line (Elkington 1999, 72-74)

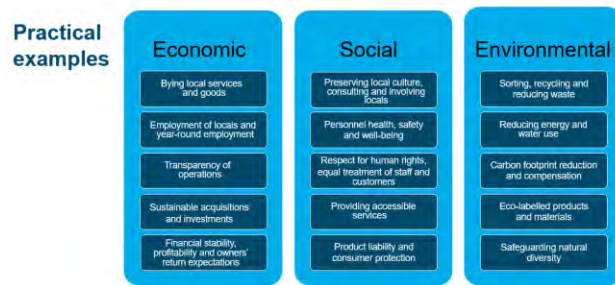
TASK 2. Different types of sustainability

Think about following questions:

- What do you think the different types of sustainability (economic, social, environmental) include and what do they mean?
- How can you act in a sustainable way in your every day life? List at least three examples.
- Why should we consider different dimensions of sustainability in event production?

References:

Elkington, J. (1999). [Cannibals with forks: The triple bottom line of 21st century business](#). Oxford: Capstone.



3 - Picture: Practical examples of economic, social and environmental responsibility

Picture reference: https://ek.fi/wp-content/uploads/2021/11/EK_Pk-Vastuullisuusbarometri_2021.pdf

3. Target Audience



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A target market is a specific group of people you want to reach with your marketing message. They are the people who are most likely to buy your products or services, and they are united by some common characteristics, like demographics and behaviors. The more clearly you define your target market, the better you can understand how and where to reach your ideal potential customers.

When defining a target market or audience for your event, you can start with broad categories such as millennials or single dads, but you need to get much more detailed than that to achieve the best possible

conversion rates. Don't be afraid to be highly specific. This is all about targeting your marketing efforts effectively, not stopping people from buying your product.

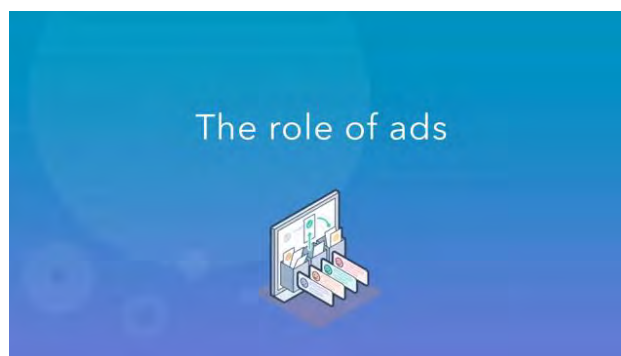
People who are not included in your targeted marketing can still buy from you—they're just not your top focus when crafting your marketing strategy. You can't *target* everyone, but you can *sell to* everyone.

Your target market should be based on research, not a gut feeling. You need to go after the people who really want to buy from you, even if they're not the customers you originally set out to reach.

Choosing the target audience for your product or choosing the product for your selected target group is a question you have to decide first. It is important to bear in mind that one of the most common reasons for failed events is that the product does not meet the suitable consumer segments.

How we did it in our Erasmus+ Value Europe project?

In our Erasmus+ project Value Europe, we defined the target audience of each event already in the project application so that it remained the same throughout the three workshops of the project: the project aimed at giving back to the surrounding community of each workshop by sharing the experience with one or two junior high schools operating in the vicinity and inviting student groups to participate in the event as guests, helping them value Europe together with the participants of the project. Thus in all three workshops, the target audience came from junior high schools or secondary schools that were located near the venue of the event. In workshop one held in Finland, the guests were two classes of students of a sports-oriented secondary school. This target audience was chosen because the school was located close to the forest where the event was to be held. In addition, sports-oriented students were thought to be keen on experimenting international activities outside in fresh air. In workshop two held in Spain, two groups of students were chosen from the partner organization's own junior high school level students. They were eager guests as they had the chance to experience a new kind of school activity with their superior-level students. And in workshop three held in Italy, the target audience was, again, chosen from a secondary school located next to the venue. These students were music-oriented and equally thrilled about the invitation to a free event created for them.



<https://sway.office.com/NJu0fgleR0bvDt7A#content=7WTULpallClvpY>

4 - <https://www.youtube.com/watch?v=VScS36if7YQ>



5 - <https://spraguemedia.com/hub/social-media-marketing-fundamentals/chapter-1-introduction-to-social-media-marketing/>



6 - The target group for Value Europe event in Badalona, Spain were local 9th graders.



7 - The target group for Value Europe event in Rovigo, Italy were local 13-year-olds.

4. Definition and Purpose of an Event



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8 - In the picture, Value Europe event hosts and guests are using mobile phones to learn about sustainability. The event took place in Badalona Marina on 24 March 2023.

What is an event?

An event is

- a non-routine occasion, which has
- leisure, cultural, personal or organizational objectives, and it is
- part from the normal activities.

Events have always had a significant role in a society; they break up the "dull" routine of daily life or emphasize an important activity or person. From early days on there have been celebrations of weddings, births, religious rites and sport competitions. Examples of ancient events are for example weddings, which still have the same rituals as in ancient times, and the Olympic Games, which were first held in 776 BC at Olympia in Greece.

Watch more about the history of the Olympic Games:

<https://www.youtube.com/watch?v=KTrWQOztqoo>

The categorization of events

Events can be categorized in four different divisions: Leisure events, Cultural events, Personal events and Organizational events (see the picture below).

Each event must have a purpose, that is a definition of why is the event organized. The *purpose* of the event is to *enlighten, celebrate, entertain* or *challenge* the experience of a group of people.

At **leisure events**, time is spent away from school, work, or home duties. People attend leisure events at their own will and time. All kind of activities, festivals, sporting events, music concerts, street festivals, flea markets and football matches are examples of leisure events. The purpose of leisure events is usually to entertain, enlighten and/or challenge.

Watch an example of leisure events: Flow Festival 2023: <https://www.youtube.com/watch?v=YYv-K2hPiKo>

Cultural events relate to a specific culture or art, like fashion, religion, taste, food, or other similar things. Many events can be cultural events—there is a large variety of cultural topics and events, like DocPoint Documentary Film Festival or Savonlinna Opera Festival. Notice that many cultural events can also be leisure events, like Samba Carnival in Rio de Janeiro. The purpose of cultural events is usually to entertain and/or to enlighten.

Watch an example of cultural events: Samba Carnival in Rio de Janeiro:

<https://www.youtube.com/watch?v=eFU9G3vBWbw>

Personal events are celebrations with family members and friends. Personal events are usually special events that happen only once in a lifetime, like 25-year wedding anniversaries, naming ceremonies, weddings, or baby showers. The purpose of personal events is usually to celebrate.

Watch an example of personal events: Royal Wedding in Dubai:

<https://www.youtube.com/watch?v=QW1ueuoAoQU&t=70s>

Organizational events are organized by certain organizations or companies and for a certain topic. Attendees usually attend the event because of work and they might also be ordered to attend. Examples of organizational events are company meetings, fairs and staff recreational days. The purpose of organizational events is usually to enlighten, to challenge and sometimes also to entertain.

Watch an example of organizational events: MATKA Nordic Travel Fair

https://www.youtube.com/watch?v=4BMDWFv7D_8

(Source: Shone & Parry; Successful Event Management)

Responsible event is our focus

In our Value Europe project and hence this handbook we concentrate on creating a responsible event. Responsibility must be considered in all aspects during the entire event project (more on this in the following *Chapter 5 Responsible Event Production*). A responsible event can still be categorized similarly as either a leisure, cultural, personal or organizational event based on the content of the event. And the purpose of the responsible event is likewise to enlighten, celebrate, entertain or challenge the experience of a group of people.



9 - The categorization of events (source: Shone&Parry: Successful Event Management)

TASK 3. Event experience

Describe events you have attended.

- Which type of events have they been (Leisure events, Cultural events, Personal events, and Organizational events)?
- Have the events been sustainable in their actions? What type of sustainable actions have there been? If none, try to think of reasons why sustainability had not been considered? Try to give ideas about how the event could have been made sustainable.

5. Responsible Event Production



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When we have been creating sustainable events in our Erasmus+ Value Europe project, we have been paying attention to having our events as responsible as possible. This has been done, among others, in ways described below.

What are sustainable or green events?

A sustainable event or green event is an event that incorporates environmental consciousness with the goal of minimizing the negative impact on the environment by using fewer resources and reducing waste. The four main pillars of green events are an environmentally friendly venue, food and beverage (F&B) options that reduce waste, communication that does not produce trash, and transportation options beyond personal vehicles. (Source: <https://www.socialtables.com/>)

How to plan a responsible event?

If you want to plan truly environmentally friendly events, you have to start such planning right at the beginning of the planning process.

Some of the first planning decisions you make, such as the city and venue where you host the event, can make the biggest impact. So it's at this very early point, in the pre-planning stage, when event organizers have the most power to influence the sustainability of their event.

1. Choose local venue and products

Try to choose the venue of the event as locally as possible to cut down on transportation. This also has the added bonus of supporting your local community. When it comes to food, think about what's in season and what's easily available—it's not green to ship in strawberries from South America so that you can have strawberry shortcake in December! Imported food has a greater environmental impact. If you want to reduce your carbon footprint, try to use as many local suppliers as possible.

2. Don't use paper

Electronic devices are so common that there is no reason to print venue material on paper. Not only can you conserve forests, but you can save money, too. Therefore, do not use paper, replace printed material with digital invitations, event application, QR codes and online agendas.

3. Have/hire the right partners

Many green meeting practices are driven by event planners such as recyclable name badges and paperless agendas. Hosting a sustainable event or meeting is largely dependent on working with other sustainability-minded partners.

4. Choose green destinations

The single most impactful choice you can make for a greener event is [where you host it](#). Today, many cities and counties have a dedicated event sustainability planning department or a climate action plan, and their consideration make a big difference. In general, that's a sign that the community is more aware of their environmental impact. Better yet, the city might be running initiatives that will support your sustainability goals.

5. Keep distance and transportation in mind

How far from the airport is the convention center? How far apart is the convention center from your recommended hotels? The closer together, the shorter the ride to the convention center, which typically results in a lower carbon footprint.

Another green options include public transportation and the walkability of the convention center district. How many hotel rooms are located within walking distance (less than 1 mile) of the convention center? What about restaurants? The more accessible the main venue is to attendees on foot, the lower the environmental impact.

6. Remove potential waste from your events

First, make it easy for your attendees to go paperless. Send invitations via email or set up [digital ticketing](#) rather than sending paper invitations or tickets. Use [an event app](#) to communicate essential info about the event. Put your agenda online or in the app, too!

How to produce a sustainable event?

The tourism sector faces many challenges at present. On one hand, it needs to guarantee a quality tourism offer as well as safety of all actors involved. On the other hand, it has to drive digitalization and promote sustainability.

In this chapter we focus on the sustainability challenge. The sustainability challenge in the tourism sector consists of addressing all the 17 Sustainable Development Goals (SDGs) included in the 2030 Agenda for

Sustainable Development, which are divided, broadly speaking, into three spheres: social sustainability, environmental sustainability and economic sustainability. The tourism sector must not focus on one of these spheres, but in all three.

Iglesias & Arriaga (2021) establish ten stages when planning, designing, carrying out and assessing an event. All these 10 stages cover the whole process: pre-event, event, and post-event.

Source: Iglesias, E. & Arrillaga, N. (2021). *Como ser un Event Planner Ético. Manual para hacer eventos más sostenibles.*

TASK 4. Responsible international events

In order to create a responsible event, it is a good idea to find out what is being done around the world or in Europe in the matter.

1. Find 5 different international events online.
2. Collect all the sustainable items specified in each international event and list them.



10 - Sustainable Development Goals (SDGs), the 2030 Agenda for Sustainable Development

Source: UN Office for Sustainable Development

<https://unosd.un.org/content/sustainable-development-goals-sdgs>

TASK 5. Sustainable Development Goals (SDGs)

In 2015 the United Nations included 17 Sustainable Development Goals (SDGs) in the Agenda 2030.

1. Select 3 SDGs that you think are the most important ones in producing an event and explain them.
2. Relate these SDGs to different actions to be implemented in making the event a sustainable.

Link to a presentation of the 17 Sustainable Development Goals (SDGs) on YouTube:

<https://youtu.be/OXTBYMfZyrM>

ASSIGNMENT

Assignment 1 Understanding responsibility

We are creating a **responsible event** that will take place on **Thursday 12 October 2023 in Rovigo, Italy**.

value EUROPE **How do we create an event?**

1. PLAN a "responsible event"

- The event must
 - support **sustainable development, responsible green values and unknown travel destinations**
 - highlight the region's small and medium-sized businesses** as well as the region's **cultural values**
- The students must **network with local businesses and find suitable partners for cooperation**
- The students **plan the content and implementation of the event together via virtual meetings held regularly**
- The event may include e.g. a so-called **escape room game**
- The gained success of the project is shared on social media **#value_europe** and **documented in videos and a handbook**

Google and search for answers to the following questions. Write down your answer and post it. Prepare to **present your answer** in our online meeting on **25 May 2023**. Remember that there are no absolute correct answers. Let's learn about these matters!

- What do **you** understand by responsibility?
- What kind of **actions and values** are considered "green"?
- How can responsibility be seen in **your** actions and **choices**?
- What kind of an event is a **responsible** one? What must be **taken into consideration** when creating an event responsibly?

SUSTAINABLE DEVELOPMENT GOALS

Picture: un.org

11 - How we did it in our Erasmus+ Value Europe project?

How we did it in our Erasmus+ Value Europe project?

In Assignment 1 published on our Moodlerooms elearning site, we encouraged the participants to study the 17 Sustainable Development Goals and answer the following questions.

- What do you understand by responsibility?
- What kind of actions and values are considered "green"?
- How can responsibility be seen in your actions and choices?
- What kind of an event is a responsible one? What must be taken into consideration when creating an event responsibly?

5.1 Pre-event stages

1) Concept or idea of the event

The concept or idea of the event should imply a legacy perspective, meaning that everyone, regardless of position, can make a difference. The event should contribute to solving a problem or easing a situation at the destination. In this way, it would set up a legacy which has a positive impact on and provides added value to both the destination and the event company.

2) Ecodesign

Sustainability must be taken into consideration in each and every phase of the event. Despite having to work with all three spheres of sustainability (social, environmental and economic), most events focus on the environmental sphere. An example of actions which will meet the demands of the environmental sphere could be reducing the use of new materials and increasing the use of recyclable and recycled materials. For instance, at the event, don't hand out plastic water bottles and individually wrapped items to participants. Instead, place glasses and water pitchers in the meeting space and place servings on a tray.

How to design a Sustainable Event?

When choosing materials for your event, try to incorporate recycled and upcycled elements when possible. Single-use items can produce a vast amount of waste and be very damaging to the planet. Instead, do what you can to source things that can be given a new life. Strategies could include asking attendees to return their lanyards or badge covers after an event so they can be used again, or using whiteboards or chalkboards instead of print signs that are more difficult to reuse.

Of course, there will be some materials that can't be used again. In that case, recycle suitable materials, like plastic, cardboard, and paper. Encourage your attendees to recycle at your event, too, by making it clear where the recycling stations are and what each bin is for.



12 - Cover of the book: "Fun and Easy Crafting with Recycled Materials: 60 Cool Projects that Reimagine Paper Rolls, Egg Cartons, Jars and More" by Kimberly McLeod

3) Suppliers

It is very important for suppliers who work in the event to have sustainability values. In order to know if a supplier is suitable or not, there are some criteria which can be applied when selecting them.

- Researching their business model in terms of sustainability
- Checking if they have a Sustainability Report
- Checking if they have a Transparency Portal or some transparency information on their website
- Searching for other partners and suppliers they have previously worked with
- Analyzing other events they have previously been part of
- Studying their communication in social media
- Checking if they possess any certification

4) Work team

The personnel involved in the development of the event must meet the equality and diversity criteria. The staff providers should follow clear ethical principles according to the characteristics of a sustainable event.

5) One-time actions

One-time actions are also very important during the event taking place. Getting assistants to the event involved in these actions is crucial as they are part of the sustainability of the event as well.

6) Communication

Communication between the participants or guests of the event as well as all communication to spread the word about the event should be based on honesty, transparency and consistency with the organization's values. Language used ought to be inclusive, impartial and bidirectional.

[5.2 Event Stage](#)

7) Production

As mentioned in the beginning, the event should be carried out according to the established sustainability criteria. Nevertheless, possible changes and unexpected turns of event must meet these criteria as well.

[5.3 Post-event Stages](#)

8) Impact calculation

All impacts, positive and negative, must be taken into account when measuring the success of an event. Both tangible elements and intangible elements must be measured thoroughly.

9) Compensation

The event should minimize the negative impacts on the destination, and if they do occur, they must be compensated by means of one-time actions or positive impacts.

10) Monitoring

It is vital to monitor the event to ensure its legacy, that is, to ensure it lasts over time. It is also important to measure the achievement of the objectives by means of the Key Performance Indicators (KPIs). This can be done by writing an Event Report.

TASK 6. Event planning stages

Iglesias & Arriaga (2021) have established the ten stages when planning, designing, carrying out and assessing an event that were described above. The 10 stages cover the whole process of planning an event: pre-event, event, and post-event.

- Which ones of the 10 stages you find most important?
- Which ones of the 10 stages you find very difficult to describe?

Source: Iglesias, E., Arrillaga, N. (2021). *Como ser un Event Planner Ético. Manual para hacer eventos más sostenibles*.

5.4 Sustainability Plan

Once the event is designed, it is extremely important to carry out a Sustainability Plan (SP). The SP must be realistic and have proposals and specific actions described as well. The specific actions determine execution deadlines (short-term, medium-term and long-term) and the people responsible for these. Furthermore, it also includes the monitoring and controlling of these actions.

A Sustainability Plan consists of the following points:

1. Justification of the Plan. Why is it important to make a Sustainability Plan for the event?
2. Initial Diagnosis. What are the main impacts (positive and negative) of the event? What are the main improvement opportunities?
3. Strategy and Objectives. Establish the short-term, medium-term and long-term objectives from the perspective of their impact on the destination.
4. Action Plan. What actions are executed to achieve the set objectives?
5. Key Performance Indicators (KPIs). The KPIs allow the measurement of the objectives and the progress.
6. Implementation Plan. Execution of the Action Plan.
7. Control and Monitoring. Designing a scorecard which allows the monitoring of the objectives and actions according to the KPIs.

Value Europe 2022-23 / Creating a Responsible Event
 Don't forget to think of one or two activities you can promote through the press for your activity planning.

1. **Name of the group and its members:**
 Organisation:
 Member(s):

2. **Your team's plans for event activity and short introduction of it:**
 Name, place, time frame/schedule, person in charge, contact information, objectives of the activity

3. **Idea of the activity:**
 Why, to whom, how, with which image is the event executed?

4. **Description of the activity:**
 Describe in DETAIL the content of your event activity: what is happening and how, what is the service your event is providing to the visitors, what services does the event (as a whole) provide to the visitors, what are the visitors doing, what each team member is doing, timing

5. **Target group and marketing plan:**
 Who are the visitors of the event, what do they expect from the event, how is the event marketed, what is the expected number of visitors?

6. **Execution of the activity:**
 What is each team member doing at each moment, change of roles during the event, how is work divided between team members, schedule and timing of the event?

7. **Detailed budget:**
 What resources, products etc. do you need for your event? Cooperation with a network? What is the cost of the event – find out about staffing costs in addition?

8. **Evaluation of the event:**
 How is the event evaluated and how is the feedback taken advantage of?

9. **Something else to remember?**

13 - How we did it in our Value Europe project

TASK 7. Action plan

Create an action plan for a sustainable event. What actions are needed to achieve the set objectives? In your plan you may describe the following:

1. **Your plans for event and short introduction of it** (name, place, time frame/schedule, person in charge, contact information, objectives of the event)
2. **Idea of the event** (why, to whom, how, with which image is the event executed)
3. **Description of the event** (Describe in DETAIL the content of your event: what is happening and how, what is the service your event is providing to the visitors, what services does the event (as a whole) provide to the visitors, what are the visitors doing, what each team member is doing, timing)
4. **Target group and marketing plan** (who are the visitors of the event, what do they expect from the event, how is the event marketed, what is the expected number of visitors)
5. **Execution of the event** (what is each team member doing at each moment, change of roles during the event, how is work divided between team members, schedule and timing of the event)
6. **Detailed budget** (what resources, products etc. do you need for your event? Cooperation with a network? What is the cost of the event – find out about staffing costs in addition)
7. **Evaluation of the event** (how is the event evaluated and how is the feedback taken advantage of?)
8. **Something else to remember?**

6. Brainstorming Ideas for an Event



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What is brainstorming?

Brainstorming is a technique used for generating ideas and sparking creativity. Typically, individuals or teams conduct brainstorming at the beginning of projects in order to find innovative solutions and different points of view.

When conducting a brainstorming session, some suggestions can be precious:

- **The more, the merrier!**

If a lot of ideas are shared, there will be more possibilities for developing new and exciting projects.

- **No judgements!**

There are no “stupid” or “wrong” ideas.

- **Be creative!**

Welcome strange and unconventional ideas as you never know what the “unexpected” could bring.

- **One plus one makes... more than two!**

When you add ideas, Math rules don't count :-). Thoughts can be implemented and enriched by all the participants.

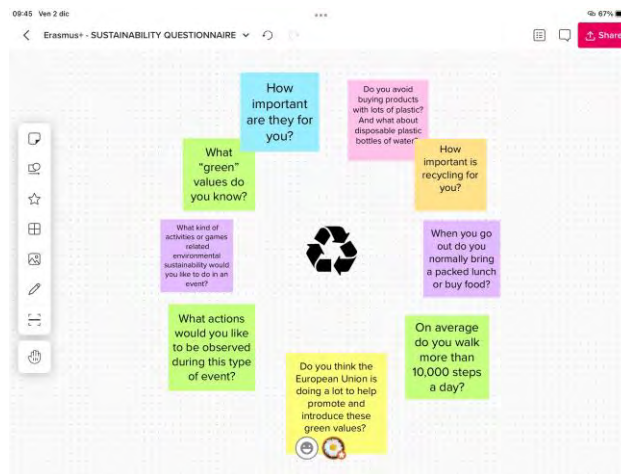
A possible way of running a brainstorming activity can be through addressing some leading questions to students, and working online on answering them using a platform that enables all the participants to see the answers provided simultaneously.

An example of sharing information online is <https://www.mural.co/>, which is a visual work platform purpose-built for collaboration. On this free platform, people can work together on the same board by adding comments, sharing pictures, changing settings etc.

TASK 8. Experimenting an online planning tool

Experiment the online information sharing platform at <https://www.mural.co/>.

Create the action plan you created in the previous task using the platform.



14 - How we did it in our Erasmus+ Value Europe project?



17 - Brainstorming on Flinga Wall in Value Europe Workshop 3

How we did it in our Erasmus+ Value Europe project?

We were brainstorming the event on our MoodleRooms elearning site by collecting ideas on a Flinga Wall: <https://flinga.fi/tools>

With Flinga Wall it is possible to collect students' comments, questions and answers quickly and easily for all to see. However, in an online planning phase, it is very difficult to see the comments written and be able to discuss plans. Therefore, in an international context, brainstorming and planning is easiest done face-to-face.

7. Structure for Planning an Event



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You can see the timeline of our entire Erasmus+ Value Europe project consisting of three workshops by clicking the link below:

<https://my.visme.co/view/8r4qxzvv-value-europe>

7.1. Event

An event is taking place when people gather for civil, social, educational, entertaining, sport, business, or other purposes. Examples of events are shows, festivals, and exhibitions, but also smaller occasions such as end-of-the-year parties at schools.

Event organization can be a difficult task if you don't have a proper plan. From the pre -planning phase to the day of the event, there is a lot to organize and keep track of.

Therefore, it would be wise to use templates to make event planning simpler and to follow the progress of plans from their kickstart.

Such templates are available on the internet free of charge. Here are a few examples:

<https://miro.com/templates/>

<https://www.smartsheet.com/free-event-planning-templates>



18 - Value Europe event in Badalona Marina in Spain, 24 March 2023



19 - Value Europe event in Badalona Marina in Spain, 24 March 2023

7.2 Venue

First of all, when considering the venue where the event is going to take place, it is essential to analyze broader aspects of the location considered. In order to do so, we need to identify various elements that can affect our choice of venue:

- Identify the cultural or natural heritage of the location
- Identify the tourism resources of the location
- Identify laws applicable to the venue or place
- Identify if the venue or place is granted a special cultural or conservation status

Key factors to consider when researching locations in more detail:

- Location of the facilities—this is especially important in relation to the ease of access for your target market segment
- Cost of the facilities
- Size of the venue—the location must be adequate for the type of activity being planned
- Facilities available on site—i.e. parking and toilet facilities
- Personality of the venue—the feeling that your customers get when they enter the place you have chosen for your event

In addition, the choice of the location for the event involves studying minor details such as logistics or the layout of stands or stalls.



20 - The venue for our Value Europe event in Spain was in beautiful Badalona Marina.



21 - The venue for our Value Europe event in Finland was in Helsinki Central Park with beautiful autumn colors.

7.3 Attendees or Guests

For whom is the event intended? It is important to know what is your target market before starting to design an event.

7.4 Marketing and Advertising

You can advertise your event through lots of different media: radio, TV, newspapers, magazines, posters, flyers as well as social media. The web is the most powerful, fast and cheap way to make people know about your event.

The most important thing is to create a buzz!

7.5 Speakers

A keynote speaker—who can be considered the main attraction, the headliner or the start of an event—or a group of speakers will help you attract the attention of an audience.

How we did it in our Erasmus+ Value Europe project?

In our Erasmus+ Value Europe project, we guided our participants to the topic of sustainability through presentations given by professionals in the topic.

In Workshop 1, we had two speakers, first lecturing about what sustainability means in hotel management, and second about event production carried out by city authorities.

In Workshop 2, we likewise had two speakers, first giving a lecture about sustainability actions carried out by city authorities and second by a professional arranging events for companies.

In final Workshop 3, we first had the mayor of the town explaining to us the economics and politics of going green, then a consulting group explaining innovative techniques aiming at valorizing resources. Finally, two voluntary associations explained their ways to protect the environment, local heritage and biodiversity. These lectures increased the participants' knowledge on sustainability, responsibility and event production in general.

A concrete example of the importance of hearing such keynote speakers was experienced during Workshop 2, where the keynote speaker was giving instructions on how to arrange events, and she said

that Plan Bs are very important and should always be made. Simultaneously we received an email informing us that the location reserved for our next-day event was not available and we would have to find a new one. The change resulted in ad-hoc adaptation of plans made and showed the participants in a concrete manner how important it is to be able to adapt to sudden changes and to keep going no matter what comes ahead.

7.6 Budget

Estimate all your event costs and create a budget. Your available budget will influence many event management decisions such as your venue, marketing and advertising methods, etc.

If the budget is not sufficient to realize what you have planned, you may need to look for some sponsors.



22 - Haaga-Helia University of Applied Sciences students and Perho Culinary, Tourism & Business College students are planning and budgeting before the Value Europe event in Helsinki, Finland

7.7 Sponsors

Sponsors and stakeholders can provide part of a big event's budget. In order for this to succeed, contracts, marketing and logistics have to be added to event planning.

Choosing the right sponsors and partners is a delicate processes. All the partners working together have to be at the same level and have similar policies concerning environmental issues, transparency, gender issues, and responsibility in general.

TASK 9. Structuring the planning of an event

1. Which are the different stages that one must take into consideration when planning an event?
2. What things must be considered when planning an event for it to be a success?

8. Budgetary Planning



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A budget is a detailed forecast of how the event will be happening financially. It helps the event planner to control expenses and revenues, and measures the success of the event performance in money. One of the first steps for the event planner to take is to prepare budget and predict as accurately as possible the event's result (profit or loss, and break even point when the profits are equal to the costs).

How to determine the financial success of the event depends on the type of event and its' objectives. For example, events arranged by associations are usually events with break even objectives, without aiming at making great profits. Therefore, before you start planning the budget for an event, you should have a clear understanding of your event's goals and objectives. The budget is a plan, and it must remain flexible and responsive to changes (Silvers et al. 2020, Friedman 2023).

You need to list all the possible revenues and expenses that are likely to occur from your event. In the following there is a list of some of the most ordinary revenues and expenses of an event.

Revenues

- Ticket sales
- Food and drink sales
- Item sales
- Sponsorships

- Donations
- Grants

Expenses

- Venue & Equipment
- Catering
- Decor
- Entertainment
- Marketing
- Transportation
- Contingency (i.e. unpredictable costs)

References:

Friedmann, S. (2023). Meeting and event planning for dummies. John Wiley & Sons. 2nd edition

Silvers, J.R., & O'Toole, W. (2020). Risk Management for Events (2nd ed.). Routledge.
<https://doi.org/10.4324/9780429291296>

TASK 10. Event budgeting

Calculate possible revenues and expenses of an event based on the above-mentioned list of some of the most ordinary revenues and expenses of an event.

- Calculate the ticket prize for 100 visitors that covers all the costs if there are no other revenues involved (= break even point when the profits are equal to the costs).



23 - Students of Haaga-Helia University of Applied Sciences and Perho Culinary, Tourism & Business College are planning and budgeting before the Value Europe event in Helsinki, Finland

Five steps to budgeting

- Assess your financial resources. The first step is to calculate how much money you have coming in each month.
- Determine your expenses. Next you need to determine how you spend your money by reviewing your financial records. If your records are not clear, consider keeping a financial diary to track your spending.
- Set goals. Establish a list of goals you wish to achieve. These can be long-term goals or short-term goals.
- Create a plan. Once you have figured out how much money is coming in and where it is going, you can put together a plan that matches your goals with your financial situation.
- Track your progress. At the end of each month, you should re-evaluate your budget. Compare your actual expenses and income to your budget and make appropriate adjustments.

9. Division of Work in a Working Group



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Organize a team

When you start planning an event, it is necessary to set up a working group that is in charge of all the arrangements. This working group will function as an organized team that will have to handle all the

details connected with planning and implementing of the event. These details include decision-making on such issues as:

- Venue Management
- Speakers
- Entertainment
- Publicity
- Sponsors
- Volunteer Management

In addition to establishing a working group, work should be divided between the team members as well as possible in order to reach the set goals of the event arrangements within the set timeframe.

Staffing an event team

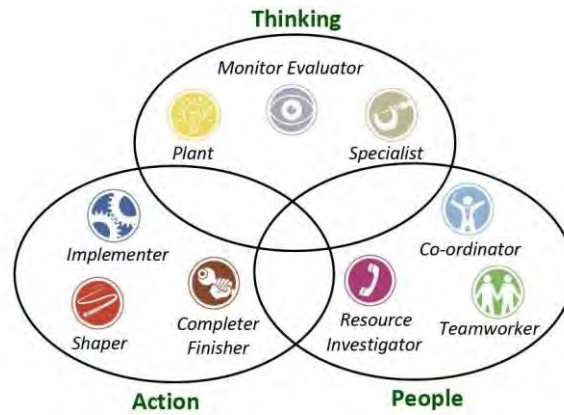
In event management, seven common roles can usually be identified in a working group:

1. Director or Head of Event, who has the big picture of the event and manages it all
2. Event/Marketing Coordinator, who oversees the entire event process and supervises the rest of the team
3. Marketing Lead, who is in charge of the execution of event communications online and offline, before, during, and after the event
4. Sales/Customer Lead, who is in charge of sales performance and customer relationships
5. Designer, who is in charge of all the event's visual components such as website, emails, and on-site signs and decorations, works closely with the Marketing Lead on the creative development of the event's promotion
6. On-Site Lead, who is the go-to person for anything related to what happens on the day of the event at the venue
7. Marketing / Event Operations Technologist, who is collecting event data and in charge of the entire (marketing) technology stack

Source: Staffing The Perfect Event Team, [Your Guide to Staffing, Managing, and Hiring Your Event Team \(splashthat.com\)](http://splashthat.com)

Identification of team roles

In Appendix 1, there are questions that may help when identifying team roles for your event management team. There are no strict rules as to how these questions help you in the division of roles, but, obviously, Head of Event must be staffed by a member who likes to get attention from others, and, preferably, Marketing Lead should be a member of team who makes new friends easily and who is not insecure.




24 - <https://13rixonac1teambuilding.weebly.com/team-building.html>



25 - <https://www.pngegg.com/en/png-ehzpe>

How we did it in our Erasmus+ Value Europe project?

In the three events produced during our Erasmus+ Value Europe project, we set up the teams randomly but so that each team consisted of members from all the participating countries and schools. What made the teams function so well was the fact that each team had a named team leader who was from Haaga-Helia University of Applied Sciences. The team leaders were superior to the team members not only in age but also in the level of education, as they were completing a course in leadership during the project and received hands-on experience on how to run a team of different nationalities and backgrounds. As to the division of roles among the team members, the teams themselves got to decide how they wanted to run their activity during the event, and sometimes the teams had changing roles for the team members, so that everybody had a chance to experience event production in many ways.

 Workshop 3 Rovigo, Italy 9-15 October 2023	INTERNATIONAL TEAMS			
	1	2	3	4
	Laboratory of Recycling	Guess and Match	Gardening	Comparison of Raw Materials
Team Leader from Haaga-Helia University of Applied Sciences, Helsinki, Finland (4 students)	Eevi Heiskanen	Peppi Mahanen	Jannica Monnberg	Noora Uotinen
Perho Culinary, Tourism & Business College, Helsinki, Finland (8 students)	Leila Millar	Aurora Saponi	Samuel Tegelberg	Eloize Suhtala Uvalic
	Vilja Tokola	Sanni Toriseva	Railin Sramko	Sebastian Tesolin
IIS De Amicis, Rovigo, Italy (5 students)	Alessandro Frighetto	Francesco Targa	Vittoria Benatelli	Maya Paganin
				Daniela Rudenco
IPSAR Luigi Carnacina, Bardolino, Italy (4 students)	Matteo Ballarini	Naomi Florea	Gerad Tissera	Anastasia Musolla
Col·legi Badalones, Badalona, Spain (4 students)	Pep Blasí Farré	Paula Cárdenas Dacasa	Diego Rodríguez González	Susanna Tallada Botey
CETT, Barcelona, Spain (4 students)	Ariadna Gil	Silvia Molero	Nuria Sáez	Andrea Serrano

26 - International teams in Erasmus+ Value Europe Workshop 3 in Italy

10. Definition and Meaning of Partners and Stakeholders



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In creating an event, there always is somebody who is initiating the planning process. This initiator may be a person or a group of persons who together start the planning process of an event. Ideally, the one setting up the planning should name somebody to be in charge of the entire process, that is naming a project manager. The project manager is responsible for the entire planning process of the event to be carried out in accordance with its schedule. Therefore, a project manager should be one who is capable, enthusiastic and willing to commit to the project.

Partners in event production are organizations that work together to deliver the common project. Partners are also known as beneficiaries, as they cooperate in a project because they benefit from the cooperation. There can be many types of partners in a project, such as lead partners who have the main responsibility for the success of the project, regular project partners who act as instructed by the lead partners, and observers who only participate to make observations and learn from the project.

How we did it in our Erasmus+ Value Europe project?

In our Erasmus+ Value Europe project, we had a group of partners with whom we have been cooperating for 10 years previous to this project. We have been working together in projects that have been concentrating on establishing pop-up restaurants and selling the products. In this Value Europe project, rather than selling products, the aim was to learn to appreciate different cultures, nature in the vicinity of the event place, sustainability efforts and all the participants themselves, and to work together in good cooperation.

In addition to the partners with whom we were cooperating in the project, we wanted to find stakeholders, that is companies or people who could be attached to the project so that they also could benefit from the event to be established. Such stakeholders in our Value Europe project were, for instance, representatives of the hotels where the project participants stayed during the workshops. The hotel representatives gave the participants lectures on how sustainability is seen in their business and what actions have been taken in the hotel for the business to be sustainable. In addition, we had representatives of the city authorities explaining to us how sustainability is taken into account in their respective city services.

This Value Europe project was a very important continuation to cooperation between the old partners. All the participating organizations were very eager to continue the flowing process and cooperation, and cooperation was as uncomplicated and open as in the previous projects. Perho Culinary, Tourism & Business College and Haaga-Helia University of Applied Sciences operate partly on the same campus and are intertwined in ownership, so cooperation is very natural. The presence of a University of Applied Sciences added value to the project, as the tertiary-level students acted as team leaders, helping the vocational college students gain more insight into the learnings that they would have gained otherwise. In addition, the tertiary-level students who acted as team leaders, improved the work of the multinational teams by encouraging brainstorming during plenary sessions, supporting their team members' ideas and improving their team members' cooperation and learnings.

In addition to the project partners, the events and their planning did involve a number of local small and medium-sized businesses representing the region's cultural values in a way decided upon in the event planning. Therefore, the participating students were networking not only with the other participants, but also with local businesses and other suitable partners for cooperation. Furthermore, the participants were in contact with the local junior high schools who were invited as guests to the events established. The reason why we chose junior high school students to be our guests was the idea that this project would bring together different-level students (that is students from a University of Applied Sciences, vocational schools and junior high schools), letting them learn from each other as they planned and carried out a common project. The overall aim was for different-level students to see that they all are equal, no matter what the institutional background or nationality is behind them.

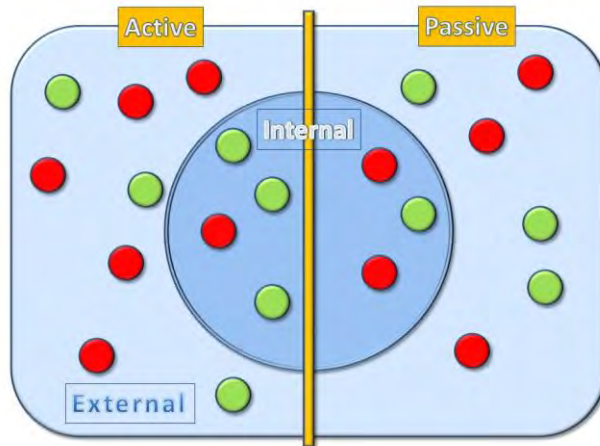


27 - Partners of our Value Europe project working together on the project

TASK 11. Stakeholders

There can be very different kinds of stakeholders in an event. They can be either internal or external in relation to the project organization. In addition, some stakeholders can be more active than others. (See the following picture.)

Think of different kinds of stakeholders for an event organization. Who are they? Are they internal or external? Is their role active or passive in the event? Make a list.



28 - Source: <http://pmcrumbs.blogspot.com/2013/02/stakeholder-management-start-with.html>

11. Networking and Finding Suitable Partners for Cooperation and Stakeholders



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How we did it in our Erasmus+ Value Europe project?

The workshops, events and their planning did involve a number of local small and medium-sized businesses representing the cultural values of the region where the workshop was held. At best, the participating students contacted entrepreneurs who could participate in the project by contributing to the event. Ideally, entrepreneurs could contribute e.g. by presenting their values or culture in the event in any suitable way, such as a guided visit to their premises, performance, music, offering a location where the event could be held or offering raw materials to be used for producing local food products to be sampled in the event. The extent of such cooperation all was up to the project participants to decide in the event planning phase. Therefore, the participating students were not only networking with themselves, but also with local businesses and other possible partners for cooperation. Furthermore, they were in contact with local junior high schools whom they invited as guests to the event established.

The participants learned about marketing an event as they were in contact with the junior high school guests. The participants were in contact with the guests, asking for their opinion on the preliminary plans of the event. In addition, the participants visited the guests with marketing and information material which they had made and gave to the guests by themselves. Finally, after the event, the participants collected feedback from the guests and presented the feedback together with the outcome of the event to an audience of all the participants and staff members in a final presentation.

Therefore, the contact with the junior high schools was easy and natural to the participating students. What proved more difficult in our Erasmus+ Value Europe project was contacting other suitable partners for cooperation and stakeholders. This proved to be mainly left as a task for the staff members in charge of the coming workshop. It proved more natural for the teachers and coordinators to be in touch with companies and associations to give lectures on their sustainability actions during the workshop.



29 - Mayor of Rovigo giving a lecture on "The economics and politics of going green" during Value Europe Workshop 3 in Rovigo, Italy



30 - Volunteers of Plastic Free association informing and raising awareness about the dangers of plastic pollution during Value Europe Workshop 3 in Rovigo, Italy



31 - Staff members of Osteria della Gioia, some of whom have special needs, serving a buffet lunch during Value Europe Workshop 3 in Rovigo, Italy



32 - Emma Abendstein from Events Helsinki giving a lecture about Sustainability in events and Baltic Herring Markets as a sustainable event in Helsinki, 5 October 2022.

TAKS 12. Finding partners for an event

The sky is the limit when you are searching for partners for a project.

When you start planning an event, search for voluntary organizations that can be doing similar work as you are planning to set up. Search for organizations in the web and list them. What are the organizations aiming at? Would cooperation with them be helpful to you and how?

12. Communication with Stakeholders



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Project stakeholders are people who are involved in or affected by the project activities. Stakeholders include such people as the project sponsors, project team, support staff, customers, users, suppliers, and even opponents of the project. Project stakeholders are considered to be individuals or a group of people who dream, plan, convey, and change the intentional forthcoming of the organization.

Communication is the critical element that all project managers acknowledge, strategically manage and overcome to ensure project completion and overall success of the project.



33 - <https://sipilpedia.com/project-management-fundamentals-stake-holder-management/>

How we did it in our Erasmus+ Value Europe project?

The initial idea of our Erasmus+ Value Europe project was to introduce staff members to new kinds of online communication (Collaborate, Teams, Zoom, WhatsApp). In our project, we were using Collaborate in the first meetings, but found that very ineffective as sound could not be heard easily in meetings and video connection took too much space, deteriorating the connection of the meeting. Then, we decided to use Teams for our online meetings. As the staff members became familiar with that means of communication, they were unwilling to experiment other online meeting applications such as Zoom. The students were most comfortable using WhatsApp messages for communication.

TASK 13. Communicating with stakeholders

Which are the best ways to communicate with stakeholders in your opinion? What new ways of communication are there in the market? Which ways of communication would you not recommend for online communication?

13. Communication with the Target Group before and after the Event



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In order to gain success in the project, the project team needs to communicate with the target group both before and after the event. For this, the project team needs to create a promotional plan.

Create a promotional plan

Some components you might want to include in your promotional plan include:

- **Marketing:** Consider this the analytical side of your promotional plan. The marketing of your event should be driven by key objectives and Key Performance Indicators (KPIs) to mark success. Anything within your marketing should be reasoned by the needs and pains of your attendees as well as the objective or goal of your event. The marketing plan can include the creation of a marketing landing page, which is a single web page that appears when clicking on a marketing promotion, marketing email or an online advertisement, social media campaigns, or email drip campaigns, which are automated emails sent to people who, for instance, take a specific action on your website.
- **Advertising:** You want to make sure the right people know about your event. Whether it be through event listing websites, social media, around your community, via partnerships, or in print, use information about your audience to figure out what channels to focus on to advertise your event. Then, distribute and disseminate information to get people excited about and interested in attending the actual event.
- **Media Relations and Publicity:** News stations, radio, and print media are all excellent ways to garner interest in your event. Reach out to media outlets and pitch an idea for a compelling story, such as a feature on a notable speaker or on your event's cause.

Other components you might want to include in your promotional plan include:

- Web page announcements
- Social media
- Email blasts
- Printed materials
- Press and media connections

TASK 14. Communication with market segments

Choose two market segments from the following options and select two appropriate and sustainable communication channels to promote your event. Justify your choice.

1. Secondary school students
2. Groups of friends
3. Young couples
4. Families with small children
5. Families with teenage children
6. Senior people

How we did it in our Erasmus+ Value Europe project?

In our Value Europe project, communication to our guests before the event was mainly left to the national staff members due to the international nature of the working teams. For instance in Workshop 1,

the guests were approached through emails, phone calls, a questionnaire asking about the guests' wishes, and, a day before the event, by a marketing session when the guests were visited in class and the event was explained to them in detail, handing out information flyers to give details about the upcoming event.



34 - Participants of Value Europe Workshop 1 visiting the target group, 15-year-old students in Pohjois-Haaga Coeducational School (Pohjois-Haagan yhteiskoulu), in their school class one day before the Value Europe event in Helsinki Central Park



35 - Link to pre-event questionnaire sent by email to event guests to find out about their wishes for the event activities, Value Europe Workshop 1, Helsinki, Finland (in Finnish):

https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=8SqPPfHYoUGLAJWqDWPbUAzTA7Ss9x9Iqet1_AzFo4ZUNK43VlhFTVQ4OUZNMVpISTFQSFIMVjIWNi4u&Token=5a08241adafb4d0d8b941fe13c231fb7

14. Role Division among Staff Members in an Event



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Event staff plays a critical role in ensuring the correct and efficient management of events in both public and corporate settings. The primary duties of an event staff member include such tasks as:

- setting up stages and chairs,
- helping guests navigate the venue,
- and working the cash registers.

The role of an event staff member can vary as certain events require more planning. If hired to work before an event begins, responsibilities could include such tasks as ensuring proper stage setup, setting up chairs and stands, or even making sure ground areas are ready for sporting events. For example, event staff who are operating in arenas could potentially need to cover an ice surface to make way for a wooden floor for a court oriented game.

How to select and manage staff during an event?

Human resource management is a key aspect in the organization of an event, and the bigger the event is likely to be—like a conference, a medical convention, or any event appealing to the general public—the more important becomes the human aspect of the arrangements.

When organizing a good, structured event, the selection of human resources is done in the very first phase of the planning process, that is in the phase of general planning.

It is useful to determine who are the people involved in the event in order to define their tasks and the amount of time they should contribute. It is also important to assess the skills each staff member possesses.

Based on the number of staff members involved and their skills assessment, it is important to assign specific tasks and responsibility areas to each person. Early division of roles permits the people responsible for staffing to realize the possible need for other or extra people to get involved and the best way to find them.

Roadmap

The organization of human resources is strictly connected to the one generally called “roadmap”, that is a detailed plan of each activity, connected with timesheets, useful to gain the task. A roadmap will help ensure that everything be ready and staff members trained by the event day!

In general, it is advisable to manage this phase with the use of specific management software which help us plan with precision and, above all, monitor the budget simultaneously.

While the modern software and applications offer a valid help, it still is worth realizing that to organize an event, the good professionalism of people makes a difference! According to the complexity of the event to be organized, we should not only select the right people with best competence skills to suitable tasks, but also assign the right number of people to the tasks. In addition, we should also organize the team in such a way that permits each component to make the task in the best possible way.

In practice, the roadmap consists of schematizing everything there is to do, starting a few months before the scheduled date for the event. This is usually a period of 6 months. Such timeframe allows the setting of initial, intermediate and final objectives, both at individual and group level.

For example, a roadmap can be as simple as an Excel table in which to report the activities to be carried out, their relative timing, and the names of the persons responsible for the realization of each activity. A detailed table, with the roles and tasks of each person, allows you to verify the proper performance of the work and possibly to make corrections before it is too late.

The easiest way to make a roadmap is to use a spreadsheet, for instance at <https://www.spreadsheet.com/>. This tool is ideal for its flexibility and ease of use even for non-experts.

Staff management

Detailed planning allows us to monitor the performance of the work team and, if necessary, to promptly resolve any problems. However, it is important to bear in mind that replacing the ongoing working group, except in cases of emergency or serious episodes of inefficiency, is a rookie mistake that can be avoided with proper organizational skills.

In staff management, a successful technique is to identify large-scale areas of responsibility to be assigned to a contact person or team leader, who will then have the task of coordinating the staff in the most suitable way and thus achieving the goals. Here are some examples of areas of responsibility that can be identified when producing an event:

- PR and Press Office
- Hotel reservations
- Promotion
- Logistics
- Welcome
- Buffets
- Entertainment
- Exhibitions
- Budget
- Rewards and accreditation

Every single step must be well defined and the entire organizational team must be aware of the sequence of actions necessary for the success of the event. If employment of external personnel such as catering staff, security persons, or wardrobe personnel is planned, it is good not to forget to inform them about their tasks and expectations related to their performance. It may be a good idea to arrange a meeting to illustrate to everybody the actual role of each person working for the event.

Furthermore, we must not forget the management of the presence of invitational guests and speakers. It is necessary to identify in good time who we intend to invite and then send the invitations promptly so as to verify the availability of those persons invited.

Again, the fundamental tool for an optimal direction of plans is the detailed timesheet of the event, in which for every single moment of the event and its planning phase, a contact person, the time frame, the start date of activities, and the effective duration of each action is clearly indicated. Each member of the organizational staff must have access to the timesheet, with the accurate list of names and mobile numbers of colleagues. This way everyone will be easily reachable on-call in case of need and any member of staff can address questions arising.

Importance of event management

To do everything efficiently it is important that there is a management team that coordinates the event as a whole. This is crucial both for effective personnel management and for the success of the event. In addition, event management should be carried out by people with necessary professional skills possessing proven organizational experience.

Guidelines for event management

- **Plainness of roles**

Every staff member must be clear about their role both individually and within the team. They must have clear objectives to achieve, and they must be enabled to express their potential to achieve the results expected from them.

- **Allotment of work in a balanced way**

Work must always be evenly distributed among the teams and team members so that there is a coherence of staffing between all the activities, thus reducing inefficiencies and errors.

- **Necessity to differentiate but also to integrate**

The different activities and those in charge of them must be well defined and separated to avoid overlapping tasks, but at the same time it is necessary that each activity is integrated with the others: in other words, everyone must have the same objectives, with clear activities to be carried out, assignments and roles.

- **Simplified teamwork**

Once everyone is clear about their roles and activities, it is essential to stimulate teamwork. The best solution is to have self-managed teams, who are responsible for activity management, planning, budget management and quality control.

- **Ensured flexibility**

Managers and team leaders must adopt an organizational structure that is flexible enough to respond quickly to changes: people must be empowered to work, if necessary, even on projects and activities beyond their core competence.

- **Varied number of direct contributors**

The number of contributors reporting to a manager or team leader may vary depending on the activity and the types of people involved. This number must be commensurate with the need for those who manage it to maintain effective control. Obviously, the more the team leader or the manager is able to delegate and not do micro-management, focusing instead on the macro results of group work, the higher will be the number of direct collaborators that the person will be able to manage.

- **One boss per person**

Situations in which a person responds to several bosses should be avoided in order not to cause confusion and internal friction. Situations can occur, particularly in small and medium-sized enterprises, where an entrepreneur intervenes directly on an employee, despite this having a boss. In these cases it must be clear that the employee responds to his operating manager for the achievement of the results that concern the manager's team.

TASK Write down your detailed plan on your team activity using this Excel form

Person in charge	Timetable	What to do	Who needs to be contacted, email	Contact person's	Deadline for completion	Plan B - what if the plans fail?

TASK 15. Roadmap for event plans

Write down your own detailed plan, or roadmap, using the Excel sheet presented above as an example.

Role division among staff members in an event

Working in a group requires organization and collaboration. For teams to be more productive, each member of the team should have a specific role that reflects their strengths.

Dr. Meredith Belbin has developed a theory of team roles from common behavioral attributes. Belbin's model divides nine team member roles into three categories, which are action-oriented, thought-oriented, and people-oriented people. These categories and team member roles help organizations balance teams and increase productivity.

In Appendix 2, these three categories of team members and respective team member roles are described in detail.

Source: <https://asana.com/resources/team-roles#how-to-create-a-balanced-team> (in English)

How we did it in our Erasmus+ Value Europe project?

In our Erasmus+ Value Europe project, the number of participants was limited. From every school we had 2 teachers and 4-8 students. In addition, there was a coordinator from each school, and one IT support person in addition. We had also decided that the students from the Haaga-Helia University of Applied Sciences were team leaders as they were tertiary-level students and thus older than the other students. All the teachers participated in establishing and running the event, possessing thus various roles.

15. Implementing the Event According to Plans



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When you implement your plans, remember to use, and follow your project plan template. A project plan template helps you to list all the needed tasks before the event, during the event and after the event. In a template you can also list the person responsible for each task and the schedule of each task.

What is a project plan and why is it important?

A project plan clarifies the responsibility of each team member and stakeholder in an event and organizes the event project's work from start to finish. A project plan is an important communication tool for the entire event team throughout the event project.

TASK 16. Project Plan

Design a Project Plan for an event considering the following factors:

- Justification of the Event
- Initial Diagnosis
- Objectives of the Event
- Action Plan

- Implementation Plan including division of roles
- Evaluation and Key Learnings

Risk matrix for an event

A risk matrix is a tool that helps you visualize the potential risks of an event and the probability of them. With a risk matrix you know what the risks could be in your event, how you can eliminate them, how you can prepare for them, and who is the responsible person if the risk happens.

In other words, a risk matrix helps you to

- realize and list the risks
- analyze how potential each risk is
- plan to manage the risk
- name a responsible person for each risk if it happens.

In small-scale event planning, it may be more useful to have Plan Bs ready rather than drawing up risk matrixes.

16. Evaluating the Success of the Event



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Ensuring exhibitor, partner and sponsor satisfaction

It's not just your attendees' satisfaction that matters. Your exhibitors, strategic partners and sponsors all play a role in your event's success. Their monetary investment in your event is significant. Therefore, it is important to ensure their satisfaction. It is advisable to create surveys to assess their satisfaction.

Open-ended questions in a survey for these groups will give you a vast number of ideas on how to improve their experience and your performance next time. Consult sponsors and partners also directly. They will feel that you value their relationship, and they will provide key insight into your event.

Sending your survey promptly

Post-event surveys should be sent to all attendees, sponsors and exhibitors within 2 days of the event, or better yet, make it available in an [event app](#). Collecting feedback immediately after the event generates a greater number of responses, and the feedback received is more valuable, as you want to capture their thoughts and feedback while it's fresh in their minds.

Evaluating the Sustainable Success of the Event

Evaluation of sustainable success

As mentioned in previous sections, the tourism sector and, especially, the events sector have shown their commitment to sustainability in terms of its three types or spheres: environmental, social and economic sustainability. Currently, these three spheres have been divided into five dimensions which are:

1. Fight against climate change
2. Protection of the environment
3. Social sphere
4. Economic impact and
5. Promotion of culture.

All 17 Sustainable Development Goals (SDGs) are related to these five dimensions.

Regarding the planning and production of events, some sources highlight part of these 17 SDGs as those which apply to the events sector in a more direct way. These nine SDGs are described by Biosphere in detail in the following.

4) Quality education

An event company should give correct education to its personnel in terms of sustainability. Some of the actions suggested are:

- Training courses to raise awareness of sustainability addressed to the staff and the event guests
- Collaboration agreements with schools and educational institutions

5) Gender equality

Each stage of an event should provide gender equality. Some of the actions suggested are:

- Equal hiring practices

- Use of inclusive language

7) Affordable and clean energy

Measures should be taken to save energy at an event. Some of the actions suggested are:

- Use of LED
- Use of specific devices to save energy

8) Decent work and economic growth

Events should support local entrepreneurship. One action suggested is:

- Include local products and suppliers

10) Reduced inequalities

Events should ensure that there is universal accessibility to quality services. One action suggested is:

- Use of appropriate facilities

12) Responsible consumption and production

Events should take action to minimize waste and maximize recycling. Some of the actions suggested are:

- Use of biodegradable materials
- Sustainable purchase and hiring policy
- Promotion of ecological products
- Selective waste collection

13) Climate action

Events should fight climate change. Some of the actions suggested are:

- Measurement of carbon footprint
- Improving or renewing equipment which releases CO₂
- Promoting use of public transportation at the destination

17) Partnership for the goals

Event production should foster collaboration and alliances between different actors. Some of the actions suggested are:

- Organizing lectures and talks on sustainability
- Establishing long-term objectives in terms of sustainability
- Agents and suppliers of events must commit to sustainability

To verify that the specified SDG objectives in the Sustainability Plan of an event are met, performance indicators need to be established. These indicators, named Key Performance Indicators (KPIs), are vital in order to be able to measure the objectives and the progress achieved as well as to change strategy in case the results are not the expected ones.

The KPIs must have an initial value which determines the starting point and a target value as well as a due date to achieve it. These have to be based on measurable information so that the impacts can be quantified.

TASK 17. Checklist

Revise the Sustainable Development Goals (SDGs) related to the organization of events and consider the examples given of possible actions for each of them.

Make a checklist in which you establish 3 Key Performance Indicators (KPIs) you think are important in each of the three stages of an event: before, during and after an event.

17. Evaluating Personal Performance in an Event



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STUDENT ASSESSMENT

Name of Student	
School and Country	
Date of Skills Demonstration	
Topic of Skills Demonstration	Event Production (15 competence points)
Site of Skills Demonstration	International Erasmus+ project "Value Europe" in Rovigo, Italy

Vocational Skills Requirements

The student knows how to

1. brainstorm ideas for events that are suitable for the operating environment
2. draw up a feasible plan and budget
3. network and find suitable partners for cooperation
4. communicate information and inform about the event
5. implement the event or a part of it according to his/her role
6. evaluate how successful the event was

Indications of Vocational Skills

The student demonstrates his/her competence by carrying out event production tasks. To the extent that the vocational competence required in the unit cannot be assessed on the basis of the demonstration, the demonstration of competence is to be supplemented in other ways on an individual basis.



Evaluation

Assessment Scale:
0 Fail, 1 Satisfactory, 2 Satisfactory, 3 Good, 4 Good, 5 Excellent

Targets of Assessment	Student	Teacher 1	Teacher 2	Grade
<p>1. Student brainstorms events that are suitable for the operating environment.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> is involved in brainstorming ideas for an event, taking into consideration the organization's objectives <p>Satisfactory 2</p> <ul style="list-style-type: none"> brainstorms ideas for events that are suitable for the operating environment, taking into account the organization's objectives justifies a purpose and an objective for the event <p>Good 3</p> <ul style="list-style-type: none"> brainstorms ideas for events that are suitable for the operating environment, taking into account the organization's objectives justifies the purpose and objectives of the event, taking into account the target groups and the operating environment <p>Good 4</p> <ul style="list-style-type: none"> actively brainstorms ideas for different events, taking into account the organization's objectives justifies the purpose and objectives of the events, taking into account the target groups and the operating environment <p>Excellent 5</p> <ul style="list-style-type: none"> actively brainstorms ideas for different events, taking into account the organization's objectives justifies the purpose and objectives of the events, taking into account the target groups and the operating environment 				
<p>2. Student draws up a feasible plan and budget.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> is involved in drawing up the plan for the event determines a budget for the event with guidance, finds out what regulations and safety and permit matters apply to the event <p>Satisfactory 2</p> <ul style="list-style-type: none"> draws up the plan for a small-scale event participates in drawing up a budget for the event finds out what regulations and safety and permit matters apply to the event <p>Good 3</p> <ul style="list-style-type: none"> draws up the plan for a small-scale event participates in drawing up a budget for the event finds out what regulations and safety and permit matters apply to the event <p>Good 4</p> <ul style="list-style-type: none"> draws up the plan for a small-scale event participates in drawing up a budget for the event finds out what regulations and safety and permit matters apply to the event <p>Excellent 5</p> <ul style="list-style-type: none"> draws up an implementation plan for the event participates in drawing up a budget for the event ensures that the applicable regulations and safety and permit matters have been taken into account in the plan 				
<p>3. Student networks and finds suitable partners for cooperation.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> understands how important and necessary networking is for the implementation of the event <p>Satisfactory 2</p> <ul style="list-style-type: none"> identifies the most common suitable partners for the event <p>Good 3</p> <ul style="list-style-type: none"> is involved in identifying suitable partners for the event participates in the operation of the existing network related to the event <p>Good 4</p> <ul style="list-style-type: none"> participates in the operation of the existing network related to the event <p>Excellent 5</p> <ul style="list-style-type: none"> identifies suitable partners for the event networks and acts in a cooperative manner with partners 				

37 - Value Europe student evaluation form of Event Production, page 1

Targets of Assessment	Student	Teacher 1	Teacher 2	Grade
<p>4. Student communicates and informs about the event.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> participates in event communication, being active in the organization identifies communication media suitable for the organization communicates the event to the target groups <p>Satisfactory 2</p> <ul style="list-style-type: none"> participates in event communication, being active in the organization identifies communication media suitable for the organization communicates the event to the target groups <p>Good 3</p> <ul style="list-style-type: none"> participates in event communication, being active in the organization identifies communication media suitable for the organization communicates the event to the target groups <p>Good 4</p> <ul style="list-style-type: none"> participates in event communication, being active in the organization identifies communication media suitable for the organization communicates the event to the target groups <p>Excellent 5</p> <ul style="list-style-type: none"> participates in event communication, being active in the organization identifies communication media suitable for the organization communicates the event to the target groups 				
<p>5. Student implements the event or a part of it according to his/her role.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> participates in the implementation of the event according to his/her role <p>Satisfactory 2</p> <ul style="list-style-type: none"> participates in the implementation of the event according to his/her role <p>Good 3</p> <ul style="list-style-type: none"> participates in the implementation of the event according to his/her role <p>Good 4</p> <ul style="list-style-type: none"> participates in the implementation of the event according to his/her role <p>Excellent 5</p> <ul style="list-style-type: none"> participates in the implementation of the event according to his/her role 				
<p>6. Student evaluates how successful the event was.</p> <p>Satisfactory 1</p> <ul style="list-style-type: none"> participates in the evaluation of the event <p>Satisfactory 2</p> <ul style="list-style-type: none"> participates in the evaluation of the event <p>Good 3</p> <ul style="list-style-type: none"> participates in the evaluation of the event <p>Good 4</p> <ul style="list-style-type: none"> participates in the evaluation of the event <p>Excellent 5</p> <ul style="list-style-type: none"> participates in the evaluation of the event 				
Final Grade of the Skills Demonstration				

Assessment in Writing / Arguments

Participation in an international English language Erasmus project (Value Europe). The student participated in producing a responsible event in Rovigo, Italy.

Plan to complete/renew the skills demonstration (if applicable):

Date and signature: _____

Student: _____ Teacher: _____ Evaluator: _____

38 - Value Europe student evaluation form of Event Production, page 2

Below is an example of a tool that can easily visualize feedback that has been collected:

<https://canvanizer.com/new/feedback-canvas>

How we did it in our Erasmus+ Value Europe project?

The aim of our Erasmus+ Value Europe project was to combine the curriculums to the extent possible in the participating vocational colleges. The participating students were evaluated using the evaluation

form presented in the two previous pictures. You can also find the form here: https://liiketalousopisto-my.sharepoint.com/:w:/g/person/leni_palminkoski_liiketalousopisto_fi/EfnQBNI8p2ZFvPtT3DFvURQBuxp8c9PygQcGBwnrFw8sSg?e=vtzTq0

The students gain 15 ECTS for completing the requirements of Event Production. The two teachers from each school have carried out one-to-one personal assessment discussions with each student to define their grade based on participation, tasks or assignments completed and overall performance during the online meetings and the workshop week.

At the end of each Workshop, feedback has been collected from all the participants, both students and staff members. Below you find the links to feedback results of all three workshops.

Feedback on Workshop 1 held in Helsinki, Finland in October 2022

https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=8SqPPfHYoUGLAJWgDWPbUAzTA7Ss9x9lget1_AzFo4ZUREVBNlhQSVYxSVpETk43M1dVU0FZUFM3Wi4u&Token=fe73443f76cb44c78b9239b3e4896e7d

Feedback on Workshop 2 held in Barcelona, Spain in March 2023

https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=8SqPPfHYoUGLAJWgDWPbUAzTA7Ss9x9lget1_AzFo4ZUQUIMz1QJLTVIGVDA5UFhLNFIZWUowNy4u&Token=73826047af4a4e5ba94c20396bfe625f

Feedback on Workshop 3 held in Rovigo, Italy in October 2023

https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=8SqPPfHYoUGLAJWgDWPbUAzTA7Ss9x9lget1_AzFo4ZUMDBZNEwwS1cwUDZLOTIGSEVPS05HSIBCQy4u&Token=b74cfe4e56c54e1282a36cd7d5071ab8

TASK 18. Feedback Canvanizer

Give the Canvanizer Feedback visualizing tool a try at <https://canvanizer.com/new/feedback-canvas> . You can ask the respondents to give feedback on the event as a whole, but also on their personal performance.

18. Conclusions



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Creating an International Responsible Event for Local Community

During this Erasmus+ project *Value Europe—Creating an International Responsible Event for Local Community*, the participating students—together with the staff members—have become experienced learners of planning and setting up a responsible event aimed at the surrounding community. In each of the three workshops of the project, an event was set up in one of the participating countries. The aim of each event was to increase all the participants' valuation of the surroundings including culture, the nature, the neighborhood, and people. The participating students and the staff members gained valuable knowledge on Event Production. This was first gained through tasks completed on an eLearning platform. Then the tasks were discussed, and plans were brought further in international virtual meetings. The plans were evaluated in a survey, the results of which were discussed and considered when creating the final plan for the event. Then during the workshop, the students established and ran the planned event for one day. In all three workshops, the guests of the event were local junior high school students aged about 14-15, and the event was arranged for them free of charge. At the end of the event, feedback was collected from the guests, and the success of the event was discussed in the students' final presentations carried out in international teams. Finally, each participating student had an evaluation discussion together with the teachers representing the student's school. As the final stage of the project, the whole learning process of Event Production was documented in this handbook written jointly by all staff members of all the partner schools.

In our opinion, our Erasmus+ Value Europe project contributed to shaping a new generation of aware and motivated young Europeans, engaged in building a more sustainable future. Intercultural collaboration and education on sustainability were key factors for the project's success. All the participants took part in meetings on issues such as renewable energy, waste management, and environmental protection during each of the workshops. On the basis of these learnings, the participants organized events to inspire local students to become active in sustainability in their communities and countries. The promotion and execution of concrete actions taught all the participants how daily decisions can impact the environment and the future of the planet, with significant emphasis on educating about sustainability and the importance of integrating these topics into school curricula.

All the material collected, analyzed and adapted during this project allowed the creation of this ebook, which aims to be a useful and functional tool for sharing knowledge of Event Production in a sustainable mindset. This ebook aims at explaining in simple language Event Production in vocational education, and the contents derive from the collaboration between the teachers and students who participated in our Erasmus+ Value Europe project, and they therefore are based on the participants' respective educational needs. The project enhanced the skills of the participating students, such as responsibility, teamwork, leadership, and internationalization. They learned how responsibility is reflected in different cultural contexts. Through fun and varied activities, the young people targeted by the project learned about responsible practices and how they can act responsibly in their own daily lives. During the entire Value Europe project, all the participants, both students and staff members, feel they grew as citizens, becoming genuinely aware of sustainability and responsibility issues.

Carrying out this project has allowed the students and teachers to learn how to improve the management and implementation of the Agenda 2030 and how important the cooperation between all the possible actors involved is, both at political and social level. Through lectures given by private companies, public authorities and other organizations, it has become apparent to us that the importance of sustainability is a key factor in tourism in all countries, and the specific actions done in this regard are of utmost importance.

The actions performed during this project helped the participating students realize that sustainability goes beyond environment, as it also very much implicates the social sphere. The inclusion of organizations working with groups of people in risk of social exclusion has also added value to this project as they are aligned with the Sustainable Development Goals (SDGs) and with the Erasmus+ program objectives 2021-2027.

We hope that this ebook helps the reader to realize the importance of sustainability in all actions connected with Event Production, as this ebook was created for this purpose.

We wish to thank sincerely for all cooperation during this Erasmus+ Value Europe project and for the funding gained for it. In addition, we wish to thank anybody involved in this project.

19. Reference list



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Appendix 1



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Identification of team roles

In Appendix 1, there are questions that may help when identifying team roles for your event management team. There are no strict rules as to how these questions help you in the division of roles, but, obviously, Head of Event must be staffed by a member who likes to get attention from others, and, preferably, Marketing Lead should be a member of team who makes new friends easily and who is not insecure.

IDENTIFICATION OF TEAM ROLES

1. Do you like to get attention from others?

- Never
- Rarely
- Sometimes

- Often

2. Do you usually put the needs of others ahead of your own?

- Often
- Sometimes
- Rarely
- Never

3. Do you think you are a methodical and pragmatic person?

- Very much so
- It depends
- Little
- Not at all

4. Do you think you are an insecure person?

- Yes
- Enough
- Little
- No

5. How often do you make new friendships?

- Often
- Sometimes
- Rarely
- Never

6. Do you mostly act according to your instincts?

- Often
- Sometimes
- Rarely
- Never

7. Do you easily show your emotions and feelings?

- Very easily
- Enough

- Little
- For nothing

8. Do you find yourself unable to finish tasks?

- Often
- Sometimes
- Rarely
- Never

9. Do you often travel with your thoughts and imagination?

- Often
- Sometimes
- Rarely
- Never

10. Which of the following could be the slogan of your life?

- To be unique, you have to be different.
- You don't get to the top by surpassing others. You reach the top by surpassing yourself.
- Nothing is wrong if it makes you happy.
- Life is this. Nothing is easy and nothing is impossible.

11. Do you usually express your thoughts?

- Always
- Sometimes
- Rarely
- Never

12. Do you trust others?

- Very much
- Enough
- Little
- Not at all

13. Are you able to be rational even in stressful situations?

- Often

- Sometimes
- Rarely
- Never

14. Do you think you are a very curious person?

- Very much
- Enough
- Little
- Not at all

15. If you participate in a heated discussion, do you try to act as a peacemaker?

- Often
- Sometimes
- Rarely
- Never

16. Do you always find a justification for your choices?

- Often
- Sometimes
- Rarely
- Never

17. Do you think you are a creative person?

- Very much
- Enough
- Little
- Not at all

18. Do you consider yourself a fickle and moody person?

- Very much
- Enough
- Little
- Not at all

19. Do you envy others?

- Very much
- Enough
- Little
- Not at all

20. Which setting do you prefer?

- Big city
- Country on the lake
- Countryside and large spaces
- Desert

Appendix 2



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Role division among staff members in an event

Working in a group requires organization and collaboration. For teams to be more productive, each member of the team should have a specific role that reflects their strengths.

Dr. Meredith Belbin has developed a theory of team roles from common behavioral attributes. Belbin's model divides nine team member roles into three categories, which are action-oriented, thought-oriented, and people-oriented people. These categories and team member roles help organizations balance teams and increase productivity.

In Appendix 2, these three categories of team members and respective team member roles are described in detail.

Source: <https://asana.com/resources/team-roles#how-to-create-a-balanced-team> (in English)

ACTION-ORIENTED TEAM MEMBERS

Action-oriented team members are quick to act and do well with tight deadlines. Such team members have three roles in a team: shaper, implementer, and completer finisher.

1) Shaper

- Team members who drive the team forward
- Action-oriented, motivating themselves and others no matter what issues arise
- Natural leaders who do well in management roles
- Quick to find a solution to a crisis
- In an event management team, the shaper would be the head of event management, who oversees the process and defines the roadmap in detail

2) Implementer

- Action-oriented team members, who maintain order in their environments
- Practical and thrive at bringing ideas to fruition
- Highly disciplined
- Can confidently support other team members
- In an event management team, the implementer would be a data-driven head of marketing team, assessing ways to make the event known to as a wide a public as possible

3) Completer finisher

- Heads-down individuals who notice fine details and strive for perfection
- May be more introverted, but they're valuable because they push team members to produce high-quality work
- In an event management team, the completer finisher would do well in tech support, identifying and fixing problems both quickly and efficiently

THOUGHT-ORIENTED TEAM MEMBERS

Thought-oriented team members exercise critical thinking and may contribute new ideas to teamwork. Such team members have three roles in a team: plant, monitor evaluator, and specialist.

4) Plant

- A thought-oriented team member who is an innovative and creative thinker
- Prefer to brainstorm their own ideas before sharing them to the greater team
- Prefer to work alone, but bring valuable input even if they aren't as outspoken as other team members
- In an event management team, the plants would make great venue designers with many creative ideas

5) Monitor evaluator

- A rational thinker who can put their emotions aside for problem solving
- Work best when their projects require advanced knowledge and strategic planning
- Assess ideas to determine if they are valuable and viable, then take the steps to push those ideas forward
- In an event management team, the monitor evaluator could be a hyper-organized financial manager, who is overseeing the budget across teams

6) Specialist

- Have in-depth knowledge on their field
- Like to contribute to one area of expertise
- Work better alone than in a group
- Provide a lot of value to the team with their specific skill set
- In an event management team, the specialist may be part of the technical crew of the event team, setting up the stage with lights and audio equipment for the event—their job is specialized on a skill the rest of the team may not know much about, and thankfully they have it covered

PEOPLE-ORIENTED TEAM MEMBERS

People-oriented team members have strong communication skills, which can help them support the entire team. Such team members have three roles in a team: coordinator, teamworker, and resource investigator.

7) Coordinator

- A team member with great communication skills
- Often in leadership positions because they promote collaboration and motivate the team to accomplish their goals

- Other team members look up to coordinators and trust them to make a decision
- In an event management team, the coordinators are natural team leaders as they enjoy collaboration and motivating others

8) Teamworker

- Their extroverted personalities help them function well with others and listen to their teammates
- Adapt easily to changes in their environment and they know how to create harmony around them
- The first to step in and offer support if conflict arises
- In an event management team, the teamworker would be the best to run the catering team as they are natural collaborators who can handle a larger team

9) Resource investigator

- Enjoy exploring new opportunities like finding potential marketing opportunities or chatting up stakeholders for an event
- Their positive attitude makes them a natural networker or facilitator of new opportunities
- In an event management team, the resource investigator could run the PR and Press Office as they like to network with others

Sources:

<https://asana.com/it/resources/team-roles#come-creare-un-team-equilibrato>

<https://asana.com/resources/team-roles#how-to-create-a-balanced-team> (in English)

Workshops in pictures



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value
EUROPE★

Creating an International Responsible Event for Local Community

Value Europe Workshop 1 in Finland in 4-9 October 2022

Event took place in Helsinki Central Park in Haaga



39 - Haaga-Helia and Perho students met face-to-face one month before the first Value Europe workshop in September, 2022, and started planning the event activities in four groups



40 - Haaga-Helia and Perho students planning the first Value Europe workshop in Helsinki one month before the event in September, 2022



41 - Haaga-Helia and Perho students planning the first Value Europe workshop in Helsinki one month before the event in September, 2022



42 - Haaga-Helia and Perho students planning the first Value Europe workshop in Helsinki one month before the event in September, 2022



43 - *Haaga-Helia and Perho teachers planning the first Value Europe workshop in Haaga-Helia campus.*



44 - *Emma Abendstein from EventsHelsinki giving a lecture about Sustainability in events and Baltic Herring Market as a sustainable event in Haaga-Helia campus in Helsinki, Finland on the first day of the Value Europe workshop*



45 - *Emma Abendstein from EventsHelsinki talking about Sustainability and responsibility in events*



46 - Virpi Vidal from Hotel Haaga talking about Green Key Certificate of hotel management



47 - Students preparing for the event on site in Helsinki Central Park











48 - Team 1 presenting their activity and what they learned executing the activity



49 - Team 2 presenting their activity and learnings



50 - Team 3 presenting their activity and why they chose Kahoot! game as the platform



51 - Team 3 presenting the feedback they received from the participating 15-year-old students



52 - Team 4 presenting their activity

Value Europe Workshop 2 in Barcelona 21. - 27.3.2023

Event took place in Badalona Marina 24.3.2023

















53 - Value Europe team having lunch outside in the sun in Col·legi Badalonès after the event



54 - Team presenting their activity and learnings



55 - Team presenting their activity and learnings











56 - Christina Vicentini from Barcelona Provincial Council and Sílvia Villaró from Barcelona City Council giving a lecture about Barcelona Destination Biosphere Commitment to Sustainable Tourism





57 - Wine tasting in DO Alella

Value Europe Workshop 3 in Rovigo 9. - 15.10.2023

Event took place in Rovigo Public gardens 12.10.2023











58 - Team presenting their activity and learnings



59 - Team presenting their activity and learnings



60 - Team presenting their activity and learnings



61 - Team presenting their activity and learnings



62 - Value Europe project team in Rovigo