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BACHELORS THESIS

OPERATIONAL CHALLENGES IN MANAGING MULTICULTURAL EVENTS;
FINNISH PERSPECTIVES FOR POTENTIAL COMPANIES



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OPERATIONAL CHALLENGES IN MANAGING MULTICULTURAL EVENTS; FINNISH PERSPECTIVES
FOR POTENTIAL COMPANIES

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Abstract

As international activities are increasing very fast, the world is becoming smaller day by day. Customer's needs are becoming more complex which makes it very important to make a good research in different cultural perspectives as to how to serve potential customers in order to survive in multicultural event management business. As event management emerges to become a key sector of the tourism and leisure industries worldwide there is increasing need for professionals in multicultural event management which courage us to do our thesis in this specific gesture. By using in-depth interviews as the method of inquiry, this thesis, reports the results from an analysis of multicultural event management in Finnish tourism perspectives.

This thesis will provide a good knowledge in multicultural event management in Finland by presenting brief backgrounds on event marketing and multiculturalism system. It then provides a summary of key findings specifically relating to multicultural event management. Our thesis will be useful to multicultural event management entrepreneurs because it gives the basic knowledge how to manage multicultural event successfully. Furthermore, it can also be used to create a better understanding between peoples from different cultural backgrounds. This thesis is meant to act as a guide to answer the questions of what, how, who and when should multicultural event management companies target, offer and reach their potential customers. We are going to do this thesis writing by utilizing the theories and analyzing the interviews made with Eneh, O and Missokia, T

Key words; Events, marketing, culture, multiculturalism

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1 Introduction

The main objective of our thesis is to understand the operational challenges and implications a company faces when organizing multicultural events in Finland. As a case study we use our own prospective company, GAMFINN. The company to be founded in Vantaa will be offering exclusive services to different universities, companies and organizations based on unique multicultural programs in order to enhance internalization and awareness of different cultures.

Our thesis is interested in how to create a successful multicultural event in Finland, from the point of view of marketing, creativity and multicultural event management. We are also interested in making this expertise our own business. This thesis is not about event management in general, but about multicultural event management.

Multiculturalism is growing in Finland due to the fact that the number of foreigners is growing annually. According to "Helsingin Sanomat" newspaper (15.10.2010), the number of Somali-speaking people has increased by 10% annually compared to the beginning of the year which was said to be 11,881 resident people speaking Somali language as their mother tongue.

Furthermore, multiculturalism is increasing in many Finnish universities that offer international degree programs. Our thesis focuses on the different ways/methods how to create an interesting multicultural event and the development of multiculturalism within people from different cultural backgrounds. In addition, we have made some researches in the multicultural event management perspectives and how to market an event successfully.

In that regard, the need for doing this thesis in multicultural event management has derived because when you take a look into some multicultural event which some companies organize, many of them end up failing while some of them were successful; for example Caisa's World Village festival is one good successful event in the heart of Helsinki. This thesis will help some of the multicultural event management entrepreneurs to have some clear pictures how to market and create cultural interactions from different cultural points of views.

Nowadays, many people from different cultural backgrounds are mixed in terms of business or working life, it is very vital to understand other peoples' languages, cultures and business behaviours to help you to develop your cultural interaction skills. Based on our findings from our interviewees, in order to make successful multicultural events or festivals, the event has to be well planned, supported by strong financial backgrounds, one has to know the target groups and publish the event very well. Finally, according to Arcodia and Reid, 2002, due to the increasing number of events, there is a growing realisation/demand about the continuing need to develop event management professionals who can create, organise and also manage events successfully.

1.1 Choice of topic

Firstly, we have a case company "Gamfinn" which will be specializing in organizing multicultural events in Vantaa, Finland aiming at universities, Laurea University of Applied Sciences, as one good example, companies, organizations and cities.

Our interest for this thesis was triggered by our studies, our prospective company or business idea and through Boost Camp, an international event that we planned and managed during our first year of study at Laurea University of Applied Sciences, Kerava campus. We will use this knowledge and experience throughout our thesis.

Secondly, one of the researchers has also taken part in some multicultural events such as African festival in Lappeenranta city, world heritage festival in Helsinki, Gambian Independence party etc. We believe that with these vital experiences, we will be able to make our research and come up with good ideas.

These experiences improved our internationalization and multiculturalism and we want to come up with good innovation of creating more interaction between different peoples from different cultural backgrounds. Being a foreigner in

Finland and also a student, we have attended different cultural events such as African Night that is held in Helsinki every last Saturday of each month and also musical concerts as well as Caisa's festival each year. Then we believe that we can make a good research as to how to improve multiculturalism.

1.2 Thesis goals

Our main thesis goals are as follows;

1. To understand the operational challenges and implications that a company faces in organizing multicultural events
2. To improve the standard of creativity in multicultural event management business because it is one key sector in tourism and leisure industry. In that regards, we believe that with the help of good theory and good data analysis will help in order to have event managers with good skills and experiences in this specific field.
3. Finally, since our case company is Gamfinn; we want to improve our professional skills and also internationalization before starting the real business life. According to David C. Watt (page 180) mentioned that many people are involved in event management business sometimes by accident, in that sense such people first feel confused and lonely and they might hardly manage an event successfully due to the fact they lack some knowledge in running such business. This is what Gamfinn want to avoid before going into to the real business.

Below is the list of our research questions;

1. How can we manage a multicultural event successfully?
2. How can we create an interesting multicultural event?
3. How can we market events successfully to different target groups?
4. How can we attract customers to our events?
5. What are customers' expectations in a cultural event?
6. What are the challenges in organizing multicultural events?
7. When is good time to organize cultural events in Finland?

Our thesis is based on the above questions with the theoretical backgrounds and analysis.

1.3 Structure of the thesis

The thesis consists of eight sections. The first section consists of the main background information, choice of topic and the thesis goals

Second section gives an introduction to culture and multiculturalism.

Third section concentrates on multicultural event management in general. In this section you can find out good ways in promotion, management and planning.

The fourth section consists of the theoretical backgrounds in marketing. In addition, it consists of the theory of doing business abroad.

Section five elaborates the ways of marketing events.

The sixth section focused on the methodology of the thesis research study and it explains the research approaches that we have used in our thesis findings.

The seventh section concentrates on the theory of marketing mix.

The final section consists of the summary, interview analysis and discussion and future research suggestions in both multiculturalism and event management and leisure perspectives.

1.4 Challenges

During our thesis researches, we have realized that not all the entrepreneurs are willing to have an interview with us. For instance, one entrepreneur said that he does not want to answer any of our questions because he has his own ways of running his business which shows to us that he does not want to share his experiences with us as far as event management is concerned. Furthermore, some delay was caused by the fact that there is no access to the library during the summer period some of the sources were not available until autumn. We travelled to Tampere to have an interview with T. Missokia which was quite expensive for us. Finally, timing was quite random but we have made it to an end.

2 Backgrounds

2.1 Gamfinn

Gamfinn is a new company which will be specializing in multicultural event management in Finland, its aims and objectives are to create interactions between people from different cultural backgrounds even though it can be challenging. Customers will be giving their own time to send their feedbacks/suggestions which will be taken into consideration because it will help to make a good evaluation.

Gamfinn will market itself by making customers know about its existence in the region and the quality services it offers. The availability of sufficient information at the right time is the number one priority to our customers' request and we will work hand in hand to ensure that we are one of a kind in multicultural event management in Vantaa, Finland. The company will assemble a team that embraces different disciplines, accomplished professionals with expertise in all areas of the tourism business, including marketing and events management. You cannot build investor confidence based on what you will do, but you can inspire confidence based on what you have done. With this statement, it means that the goals in developing this business practical, it needs to have good management with enough experience. The main target groups in Gamfinn points of views are; companies, cities, universities and organizations.

Multimodality in Gamfinn business will be one key factor to attract many customers. This is because there will be an open feedback session for the customers before and after the events, valuable information in the company's website both in English and Finnish languages, video clips from previous events and photos displays which will be a tool for the progress of Gamfinn's business. Defining multimodality is challenging but based on my understandings, it is the use of multiple senses and good examples can be videos, photos, audios and the use of technology.

2.2 Business Objectives

Gamfinn intends to provide good quality services for our clients. The company will give sufficient information to our customers to make them understand what Gamfinn is all about. The goal of the company is to create multicultural awareness and experience new cultures. In addition, the company intends to have a well designed brochure and other promotional material that will enable customers to have an understanding of what Gamfinn offer and the great advantages of utilizing them. The company will also aim in strengthening the multicultural chain in Finland. My company will be aiming in organizing varieties of

multicultural events which aim at creating lots of interaction between peoples from different cultures.

The location of Gamfinn will be in the city of Vantaa due to the fact that the city has different ethnic groups which will not be barriers from the audience when this unique idea is invented. However the cost of running the business is cheaper in Vantaa compared to Helsinki together with the presence of middleclass people and families as our potential targeted customers. If in the future, we change the location, then we will inform the customers as early as possible. Vantaa is an international city so the need for multicultural events might be quite demanding.

2.3 Missions of Gamfinn

Gamfinn will organize international events such as cultural festivals, conferences, seminars, concerts, and sports, continuously for both Finnish and foreigners and by doing this we intend to promote multicultural awareness and interaction.

- Promote multiculturalism in Vantaa, Finland
- To create more international awareness in Vantaa
- To establish good cultural linkages between Finns and foreigners
- To provide guidance for the foreign visitors in Vantaa

2.4 Key to Success

Gamfinn will be a new foreign business in Finland. In order to run the business successfully in the Finnish market, the company has to

- The Company have to provide good quality products and services that cannot be found in other companies
- Understand the target customer's needs in order to ensure that the correct product and services are available at the right time
- Understand clearly about competitors and their markets as well as their products offer schools a special price

2.5 Culture Review

Many definitions have been formulated for culture and because it is still vague, the link between culture and individual with the following definition: “A culture is the configuration of learned behaviour and results of behaviour whose component elements are shared and transmitted by the members of particular society” (Ralph Linton (1945, page 21). Culture may be defined as patterns of thought and manners which are widely shared (Kieser 1977, page 2).

According to Philip R, Harris culture is a distinctly human means of adapting to circumstances and transmitting this coping skill and knowledge to subsequent generations. Furthermore, culture gives people a sense of who they are, of belonging, of how they should behave and of what they should be doing (1999, page 4).

According to Hofstede’s early research, “global leaders must also understand the national character, management philosophies and mindset of the people rather than learning the customs, courtesies and business protocols of their counterparts from other countries” (Managing Cultural Differences, page 17). Furthermore, the first step in managing cultural differences effectively is increasing one’s general cultural awareness which is one main key of our thesis idea. The understanding of culture is one way to minimize culture shock and increase professional development and organizational effectiveness. Caisa’s events are always great because they are planned well in advance (Managing Cultural Differences, page 21)

2.6 Multiculturalism Review

According to Wikipedia’s definition (2009), multiculturalism is the acceptance or promotion of multiple ethnic cultures. Furthermore, multiculturalism was generally understood as a theoretical approach and number of policies adopted in western nation-states. During the 18th and 19th centuries, the western nation-states had seemingly achieved a single national identity whilst in Africa, Asia and the Americas are culturally diverse and they are said to be multicultural in a descriptive point of views.



Like most words, "multiculturalism" needs to be understood from both a historical and a conceptual perspective. Historically, "multiculturalism" came into wide public use during the early 1980s in the context of public school curriculum reform. Specifically, the argument was made that the content of classes in history, literature, social studies, and other areas reflected what came to be called a "Eurocentric" bias.

Finally, "multiculturalism" may also have become a popular term as "race" lost much of its former credibility as a concept. Scientists agree that, in terms of DNA genetics, "race" has no significant meaning as a way of categorizing human differences. (Gregory Jay, 2002)



2.7 Multicultural Event Management

In Collins Cobuild English dictionary (1995) defines an event as “anything that happens, as distinguished from anything that exist or an occurrence, especially one of great importance”. There are stages which have the relatively vital aspects in managing and organize multicultural events by defining the process by which the organizations and individuals need to go through in order to manage the successfully events (David C Watt, page 1).

Based on our understandings, multicultural event management is an infotainment event consisting different people from different cultural backgrounds giving them the possibilities to learn new cultures. In addition, multicultural event management is an event that educates, stimulates and creates diversity of people and promotes their cultures (L. Touray, 2010). The experiences that we learned from Boost Camp were a good example that students learn something new about other cultures different from their own. Gamfinn will be specializing only in multicultural events which will educate people about other cultures, their traditional costumes, dance, music, foods and languages. Gamfinn will not be do event that do not have something related to culture.

According to David Theo Goldberg (1994), multiculturalism has been idealized and dismissed as pedagogical instrument and political purpose, to fix its meaning and delimit its possibilities by defining it in terms of necessary and sufficient conditions; it has been reduced to one or other of the competing components in set of distorting contrasts: Political doctrine or pervasive discourse, intellectual paradigm, philosophical episteme, pedagogical framework or ivory tower academic rhetoric, newly emergent institutional orthodoxy or radical critique.

Peter Caws (1994) emphasized multiculturalism as identity, cultural, transcultural, multicultural, stands for a wide range of social articulations, ideas

and practices that multiculturalism reduces to formal singularity, fixing it into a cemented condition.

3 Event marketing

3.1 Decision

When the original idea comes up individuals need to go through the idea and decide whether the idea will be developed or not. In most cases decisions are influenced and judged by different factors like experiences from the past events which might determine and give positive or negative feeling on conducting a new event. Additionally organizers need to particularize the events purposes and objectives at the early stage due to the fact that by being specific with aims and objectives of the event will play an impact to the organizers through finding sponsorship and marketing the events because different aims of the events whether are political, cultural or economical purposes are attracting several individuals and companies which can help to sponsor and attend to the events base on their interests.

3.2 Detailed planning

When the idea is considered and the decision is passed planning is the crucial stage on particularize other planning in managing the events, Detailed planning includes event product, development of event financial study, human resource management, product, timing etc.

3.3 Event product

This defines general idea of an event and related activities of which will help the organizers to get their targeted and potential customers base on the fact that definition of the product will influence and attracts different individuals according to their interests. Distinctively event theme will specify exactly what

the event is all about. Event themes have various elements which include event name, special effects, performances, performer costumes etc.

3.4 Location and venue

Location determines the area where an event will be happening while venue as an exact place where the event will be taking place for instance in a football stadium, clubs or event halls. There are numerous of elements which are affecting the venue selections

3.5 Size and capacity

Organizers need to consider how many customers will attend the event, also enough space which can comfortably accommodate staff and different participants in the event.

3.6 Facilities

The venue should have good facilities to support the event performers and attendees. When the venue has good technical facilities like sound system and other technological devices it will help to bring the positive image create good atmosphere to the audience. When you know the cost of the venue, Organizers need to consider the costs base on their budget because venue cost is a considerable aspect to be aware in running and managing the event.

3.7 History

The venue history brings an image of the event based on the past events which have been held at the venue. Different events bring collective memories which in some cases might be positive or negative. Organizers need to be aware of the venue history before selection because this plays a big role to a successful event. Additionally, the organizers should be aware of other important factors like security of the venue which will help to have enough preparation in protecting the audience. Furthermore, weather conditions especially in the cold countries heating system needs to be good and avoiding outdoor events when the weather is not good.

3.8 Timing

Event organizers need to make sure the timing is appropriate during their planning; this is because different groups of audience have their seasons to participate in large numbers. For example if the targeted group is working class people the working time must be avoided in order to get more people during their free time. On the other hand when the event is happening the organizers need to make sure the event schedule is followed as it was planned to regain trust from the audience and make things go in a good order and time as it was promised.

3.9 Financial study

Financial study elaborates how to manage the income, expenditure and the budgeting during events. The incomes are generated through the services sold at the events, sponsors, donations and many more to be mentioned. Furthermore estimated expenditures are to be considered before going through all crucial processes because events budgeting should be appropriate with the money available.

4 Management Review

Good management is the key to a successful event organisation. “Management is the art of making people more effective than they would have been without you” (HRM Lecture Notes, 2009). There are four pillars of management; Plan, organize, direct, and monitor.

The main functions of management are;

Organizing	Creating
Planning	Controlling
Motivating	Problem solving
Communicating	

4.1 Human resource management

This is a very vital aspect to consider because it influences the success of an event. The team which is selected to monitor and follows all the progresses and running the event need to have clear job descriptions and tasks which are important in managing the events. Such tasks includes marketing strategies, promotions methods and materials, venue selections, security and all other important issues in an event.

Further more responsible event organizers need to go through the final details and make possible corrections if necessary.

4.2 Event implementation

Implementation is what event is all about and it consists of various issues like monitoring event progress, dealing with contingencies and shutting down the activities

Monitoring event progress You ell (1994: 111) suggests holding an eve of event briefing session to go over the final details, iron out any last minute hitches and confirm any alterations to schedules. Thus, the event opens with a confirmed management plan identifying key activities. Activities can be mentioned to be sure that the event is going to plan and, where necessary, corrective actions taken. Where the plan is modified it must be communicated effectively to staff.

4.3 Dealing with contingencies

Emergence occasions like floods, fire, terrorism activities etc leading to event cancellation or forward the event to another dates. Armstrong (2001:152) suggests two good defences against most problems: well prepared leadership and strong set of contingency most problems, well-trained staff members able to deal with most expected contingencies are vital, although staff must also know what to do in the case of unexpected contingencies. Shutting down activities, generally when the event is over the organizers need to make sure that everything is on the right order as it should be, for example all equipment used during the events needs to be packed and removed from the venue together with general cleaning and recycling all promotional materials.

4.4 Evaluation

Evaluation is to give the feedback of the result, after the events it is important to have comments which might be constructive and help to do better in future. Also feedback will make the organizers understand what the audience enjoyed most and what is needed to be done to improve and meet their satisfaction.

5 Marketing theory

In the under mentioned chapter , ways of marketing will be explained additionally fundamental marketing theories will summarized and analyzed which will later be put into practice and applied as a guide to creating a marketing plan for Gamfinn.

Firstly we will discuss Kolsow theories. His theories focus and elaborate influential factors on international business, vital aspects needed from the company, the product and the target group needed. This will also discuss in depth the attributes of a multicultural professional.

Additionally, marketing mix theories will be analyzed and demonstrated. It will be considered from the point of view of products as well as service products.

Furthermore, in this part, service product will be focused to a greater extent into details because it is found applicable to the business concept of Gamfinn Company.

5.1 Cultural Awareness

Once a company has become aware of the influences of international activities on its business, it is recommended that a plan for going international should be developed. The main aspect which will be given a priority is the cultural awareness. In the past, many businesses have had challenging situations due to lack of cultural knowledge. A strong sense of cultural awareness should be developed from an individual perspective to all the way to the company level. (Koslow, 1996)

A person working in an international task has to tackle many challenges. Firstly awareness of culture is vital for a company's business to be successful in an international marketplace. This means that there is a significant need for developing and having the ability to interpret and appreciate cultural differences while applying its different traits to the work and social environment. (Koslow, 1996)

An individual with needed characteristics to work in international projects is considered as a global employee. Global employee is sometimes referred to as expatriate, they could work in the country of their origin or overseas but they will constantly have business deals with different countries. Some of the characteristics for the best global employees are as follows

- Connected
- Know-how to network
- Acculturation
- Country knowledge
- Emotional balanced
- Listener/Respectful
- Love of fellow man
- customer focused
- Technical competence

-Work culture adaptable

-Experience collector

Distinctively, the traits for a global employee are further divided into the following categories:-

5.2 Interpersonal skills

This refers to the friendliness of a person together with the ability to start conversation in different topics. A person can easily form long lasting business relationship relying on the person they deal with. (Koslow, 1996)

5.3 Entrepreneurial skills

When one is involved in international business, sometimes it happens that you might be required to make a quick decision without consulting the main office. Entrepreneurial skills offers a wide, general understanding of the business in which you are working for and help in realizing what can or cannot be done for the best of the company. (Koslow, 1996)

5.4 Technical competence

In today's world technology is the key tool in working life which means employees with technical skills are often in high demand and play a very positive impact to organizations. The reason behind their competences is the skills possessed by them are unique and usefully in an organization and majority of the employees do not deliver the same level of skills. In doing business with international organizations, the importance of technical skills in employee is viewed as so important, that the organizations should either find a technical competence with other personality traits or hire an expert.

So it was suggested that companies with employees who possess strong technical competences, they should offer training in cultural issues. This could be achieved by travelling to the foreign country, possibly the future target market and by

networking with residents or through other people's experiences who have already become accustomed to that culture or by going as far as studying the foreign language. Knowing the foreign language has been found the most effective alternative as it develops personal attachment and gives a better overview of a culture. (Koslow, 1996)

5.5 Providing new service to International market

Before penetrating into a new marketplace, a company's abilities need to be measured to discover whether the business plan is accomplishable, and whether the entry to the new market can be accomplished. This could be viewed by looking at the company's facilities against possible customer base. Under company facilities, the below mentioned were listed as the basics for adopting in a new market communication facilities for example fax, internet and telephone opening hours Language skills to serve potential clients.

5.6 Marketing capabilities to reach target market

Under customer base, most marketers suggest that it is easier to find a business from existing customers than seeking for new ones. The company has to choose whether it will use a broad base approach or deal with a niche market. Broad base approach works better if the company has diverse distribution channels while serving niche market works better for smaller companies. Moreover, the company should be able to offer packages attractive enough for potential customers. (Koslow, 1996)

5.7 Identify how to reach International Customer

Basically, in the very beginning when you start serving consumers in a new market takes long period of time and energy. The company ready to attend international markets requires decent resource commitment unless it is able to set up vital network with its international markets. There are major ways to generate international trade as discussed by Lawrence E. Koslow (1996)

5.8 Referrals

Referrals are often that once you have done business with various companies it is then very manageable to get other customers through them or by referring to your previous customer.

When building a network service, provider or partners in doing business who you would refer business to each other. Work with local companies which are non-competitive Service provider: It is a vital method of serving customers in an area since some local companies which provide services are well established; this gives a chance to share leads and customers.

Include government agencies in the working process for example embassies. Because it is a privilege to a company majority of embassies has a list of all local reference each sector for example doctors, accountants to law firms. It is an opportunity if the new company is on the list as well. Working with local education institutions by opening the doors to the student to come and do their internship and learning possibilities. This increases the chances of networking and referrals. The last options would be to advertise. There is no necessity to the straight advertising but the followings would secure the purpose.

Writing an article of general interest in a publication read by target clients for example by creating newsletter with topics of interest to target market or placing advertisement in publications that will be read by target audiences.(Koslow, 1996)

5.9 The theory of marketing mix

The theory analyze fundamental marketing aspects, how to select the market, what makes the product to be the best and the best prices and favourable

position to establish the business. Marketing mix is a process to breakdown the market and interprets the basic marketing strategy needed when set up a company or a product.

Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. Most individuals marketing is understood as sales promotions and advertising. This tells how media plays a big role in marketing process. Those activities are important but they are only a small part of marketing functions and often not the most important ones.

Market is targeted to potential consumers of a product or services, and the major purpose of marketing is to make the product selling superfluous. When the company knows and understand the demand from the customers they will offer the product which fits them and sell its self after being advertised and introduced to the market.

5.10 Service product

As it was defined by Kotler (2005) product is “anything that can be offered to the market for attention, acquisition, use or consumption that might satisfy a want or need. It includes all physical objects, services, persons, places, organizations and ideas”.

Three different levels of product which are

Core product,-classify to the real problem solver, and this is what customer is buying and concerned with.

Actual product ,-which refers to all the attributes like quality, brand image, packaging and other product features that add more benefits to the core product

Augmented product,-implies to the additional services that aim at satisfying and delighting the customer. For example just in time delivery service, warranty, credit facilities and after sales services. (Kotler, 2005)

5.11 Product decisions

The companies or marketers make products decisions at different levels and the most effective one is individual product decisions.

5.12 Individual product decision

This relates to the factors which influences the decisions when marketing and developing individual products such as products attributes, and branding,

5.13 Product attributes

When the product is developed the benefits to the buyers from the product needs to be specified. The benefits are delivered to the targeted audience by really product attributes such as quality, features, styles, and design. Decisions about the products attributes are relatively important as they influence consumer reaction to the product. Quality of the product, has a positive impact on a product positioning hence it relates to the values and customers satisfaction. Additionally product style and design brings the image and influences the value of the product to the customer's. In addition, design will offer most potent tools by enable customers to have the knowledge of differentiating various products.

5.14 Branding

Brand, a name, term, sign symbol or design, or combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

When the companies have the ability to create, give image and protect brand of their products it helps to identify the quality of their product from the consumers as their brand is well known and recognised. Additionally brand helps the customers' decision on the product because there are various customers who are buying same brand because they have build a trust and wants to get same quality each time they buy the product.

5.15 Price

Kotler (2005) defined price as the amount of money charged for a product or service. In the marketing mix, price is the only source of revenue. All other elements produce a cost to the company. Marketing mix strategy refers to implementation plans on location of the business, how will the product or service made available and known to public and the product itself.

- Achieving company's goals and objectives marketing is used as a major tool to meet them for example profit maximization and leadership. There are vital factors which the company need to put into the considerations when the prices of a product or services.

Bellow mentioned are the essential factors which influences the price of a new product:

- Variable and fixed costs of obtaining the products or services
- Prices are set depending on company's strategy on a new market. In small organisations the managers are responsible on price setting decision.

Additionally prices are set when the company understands what kind of prices is set with other companies which in most cases are used as a competition factor to attract the customer's. The affordable prices will influence the customer decision on buying the product because the customer would look for an alternative offer.

Other factors like legal issues (government influences), whole sellers and economic conditions also apply as external elements which guide you to reach appropriate price. (Kotler, 2005)

Distinctively, pricing is based on the following approaches; Value of the product to the customers and not cost and other factors. This means that price is determined first before other marketing mix strategies have been put into consideration. Based on cost of attaining the product, in this approach, variable and fixed costs are determined to find out the break-even point then profit is set and price is realized. Pricing approach based on competition. When competition is on the buyer's side, the bidding system is common. But if competition is with other sellers then better marketing strategy, differentiation and value adding are the common weapons to wrestle with. (Kotler, 2005)

Low price strategy is used for penetration into the market while high price (skimming) strategy is more of positioning pricing strategy. Overcharging strategy should be avoided because it has bad impacts in the long run. (Kotler, 2005, pg 689)

5.16 Promotion mix

Promotion services plays an impact by reaching the message to the targeted customers, by consisting the specific blend of advertising, personal selling, sales promotion, public relation, and direct marketing.

5.17 Advertising

Is any paid form of non -personal presentation and promotion of ideas, goods or services by an identify sponsor. Companies uses this method delivering the message to their customers by selecting the media which is reliable and used by the customers, consumers tend to view advertised product with a positive perception by regarding them as standard and legitimate. Distinctively, as the message is repeatedly viewed by the consumers it enables them to have an interest on the product and make comparison with other products advertised by other competitors. Also advertising can build up a long term image for a product which will result to less competition and build up a good market.

5.18 Personal Selling

This is a powerful and very effective method of presenting a service product. Normally, a two way communication is established and there is a chance of adjusting the message to meet customer's needs. Also, friendship could be developed which could benefit the seller in relationship marketing. (Palmer, 1998)

Personal selling helps in finding new customers, this is by sending inquiries to the targeted customers, go through the records of the previous customers etc. Also searching and collecting vital information to the company before reaching the consumers which will encourage the consumer confidence about the product when they get well explained and detailed information about the product.

5.19 Sales Promotion

In some cases, sales promotion could be used to create awareness but it is commonly used to generate immediate sales, generate interest and bring about certain actions. It could be applied in reaching target consumers or corporate customers.

Normally, in sales promotion, a dealer offers incentives so as motivate and develop interest to potential group in order for them to benefit from the auction. (Palmer, 1998)

Sales promotion includes, discount prices for the product, coupons, free goods, etc. This has a big influence to the customers by adding the value to the promoted goods and services which in to some extent it will encourage their purchasing power. Also the information which is delivered to the customer's they attract the attention which may lead to a purchase of goods and services.

Public relations, it is all those activities that an organisation does to communicate with target audiences which are not directly paid for.

Press releases in which Kotler (1997) defines is as the process of securing editorial space from paid space in all media which are viewed by your potential customers for the aim of achieving company's goals

5.20 Direct Marketing

The major forms of direct marketing are Telemarketing, direct mail and use of electronic media. This type of marketing is mainly used by the companies to reach the specific group of people, in addition to that one to one customer relationship is formed , nevertheless direct marketing is interactive it allows conversations between company representatives and the consumers.

Also electronic media has become of great importance especially after IT developments. It has the advantage of being able to present audio and visual effects plus two way communications. Visibility needs heavy promotion and investments in the hotlinks. (Palmer, 1998)

6 The five ways of event marketing

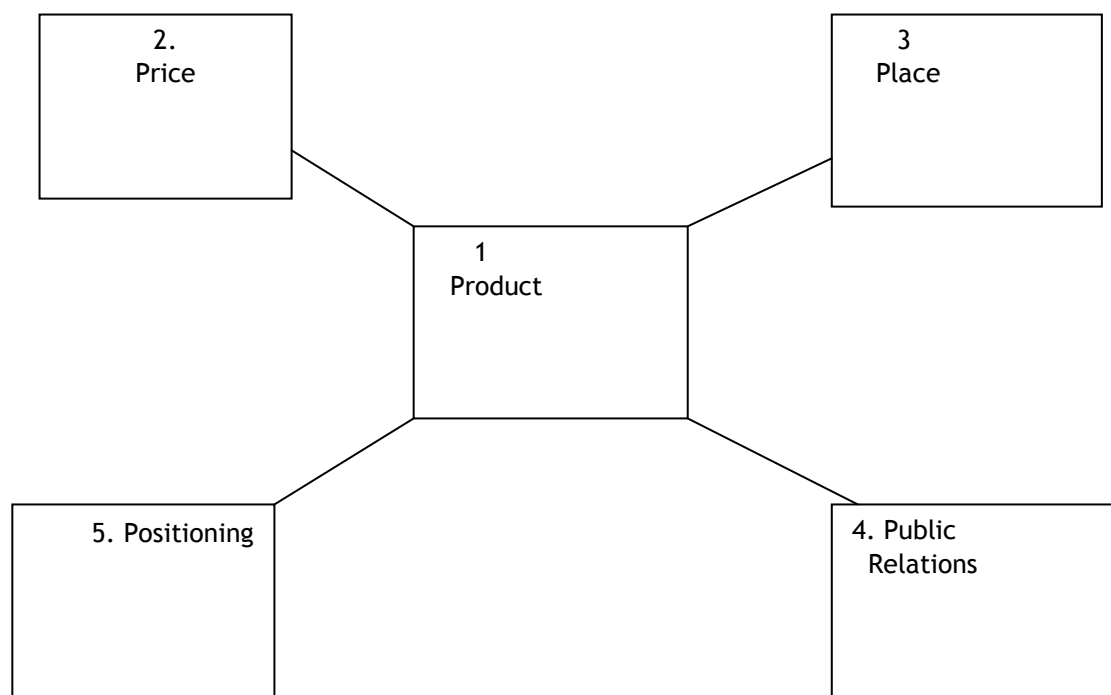


Figure 1; ways of event marketing

6.1 Stages in event planning

1. Determine the event vision and aims
2. Formulate a policy; adopt the vision and examine its consequences
3. Carry out a feasibility study and make key decisions
4. Set the smart objectives
5. Identify the resources and check their availability
6. Identify the tasks to be undertaken
7. Define the organizational structure and identify the roles
8. Select the personnel
9. Choose an appropriate communication structure
10. Draw up a budget
11. Make detailed plans and specify the timescale; work backwards from the event itself
12. Plan any meetings and choose the control systems
13. Plan the event implementation, its presentation, preparation, closure and clearing

14. Finalized the accounts, evaluate whether the aims and objectives were achieved, and record any modifications to consider when organising future events (David C Watt, 1988, p 25).

6.2 Five ways of event marketing

In managing a successful event there are essential ways to considered and practiced which influences the recognition and acceptance of a marketed product. In order for a company to have a successful event, it has to make a very good marketing and the five ways to market an event are as follows;

6.3 Why

When advertising and promotional materials are distributed there are numerous of elements which attracts targeted audience and pull them in to an event. A standard promotion materials of an event should have the valid dates, location, theme and name of an event, organization and sponsors logos. Additionally, the marketer needs to emphasize the benefits of an event to create positive perspective to the targeted attendee

6.4 Who

Event organizers should be aware of their targeted audience when marketing the product; this will determine the use suitable and acceptable measures to reach their customers.

Different individuals have priority to different activities which means that depending on the nature of an event different age group, working class, students etc will participate and attend on the event base on the message they received from the promotional materials and organization personnel involved in marketing campaigning.

6.5 When

Timing is the vital aspect during the event planning and marketing, the organizers should know when the right time market is their product together with suitable day, year and good season to organize an event.

If the events will be held outdoors the organizers should consider the good season of the year which will favor an outdoor event, apart from that when the targeted audience are students and families' weekends are favored. On top of that the organizers should be aware how important are local, religious, and ethnic holidays because these are the times replete with activities themed around the holiday festivities.

6.6 Where

When the location is determined there are multiple of issues to consider like uniqueness of venue, convenience, transport accessibility and local support. When the venue is special it is a vital factor to pull customers in to an event as

individuals prefer to have uniqueness which brings a good feeling and gives the different experience to them.

In addition to that the organizers need to be aware of convenience transport accessibility so that the customers can easily reach the venue.

6.7 What

The organizers need to know what exactly is the purpose of an event which will help to determine which is the target group and what process will they go through during event planning, also determine and create expectations to the customers by prioritize and identifying program features. When the features are well mentioned out it will positively affect the customers by making them to be aware of what to expect in to an event and convince them to have the right feeling that the event will be suitable to them (David C Watt, p 6 & 7).

7 Research Methodology

Our research approach in this thesis is qualitative to its character, applying case study, observation and interviewing as method of inquiry. The main research question in our thesis is; how to manage a multicultural event successfully, in order to promote multiculturalism within people from different cultural backgrounds. According to Hirsjärvi et al (2002, 188) the advantage of open ended questions is that they allow respondents to express themselves by their own words, not forcing respondents views in pre-fixed / structured answers (boxes). Below is our main research question;

How can we manage a multicultural event successfully?

This question mentioned above, is the kind of question that compel qualitative research, the probing inspection of attitudes, opinions, interests, and organizational directions. According to Leonard H. Hoyle, (p 23) Qualitative research can be much more exciting, and it is said to be the “risk-taker research”, if you are not afraid of what the answers may be. In other words, the results of qualitative techniques can take you to places you may not have thought of, lead you to fresh new concepts, perhaps all the way to the “Field of Dreams” (Leonard H. Hoyle, CAE, and CMP).

Furthermore, in qualitative research open coding is the process of labeling and breaking down raw data in order to find patterns, themes, concepts, and

propositions. This methodology is used when we are interested in, unique results, research process and research context, detailed (rich, thick) information, subjective experiences, closeness to the context and respondent (A. Isacsson, 2010)

Using this method will give us the clear picture how best to manage an event successfully because we have interviewed very good companies that have been in this business for quite long and they have good images in the Finnish business perspectives which gives us the confidentiality and reliability in their view points from their great experiences in dealing with different customers. The use of qualitative research gives you the real User profiles, typology, new content, themes, narratives, descriptions, rich information, surprises, pictures, diagrams, speech bubbles (quotations), theory previous understanding (A. Isacsson, 2010)

The reliability and validity in data depend on how carefully you conducted the research, In that regard, we believed that these chosen companies suits very well to answer most our doubts whiles doing our thesis since they have some great experiences in dealing with both national and international customers in Finland as far as multiculturalism is concern. One of our chosen companies is Missokia tour operating and event Management Company located in Tampere Finland. The company offers exclusive safari packages to Tanzania and organizes different events in Finland.

As our thesis is on multicultural event management it will be an opportunity to have an interview with Missokia base on the facts that we will be able to gather some vital information about multicultural event management in practice. This will help us to understand most important steps to consider when organizing a multicultural event and what are the main possible challenges and how best to overcome them. In addition, as the company owner is a Tanzanian we will have a chance to understand how the community does respond towards his events organized in the past hence his ideas are basically combined different cultures.

We have also chosen Caisa simply because it is well known in multicultural events in Finland especially in the Helsinki region. Caisa is an international cultural centre in Helsinki which supports the development of multicultural interaction between different people from different backgrounds and encourages new ethnic minority cultures into a Finnish society as well as giving them information about Finland. Caisa has been organizing world village festival in Helsinki for many

years and this is one of the great multicultural festivals in the Helsinki region. In that regards, we believe that having the chance to interview some personnel will be a great advantage because we will learn some relevant information how to organize multicultural event in Finland. Caisa also has different rooms for educational and entertainment purposes and functions closely with different societies.

We aim to create good interaction between people from different cultural backgrounds to promote multiculturalism in Finland. We believe that the above mentioned companies will be helpful to go on with our thesis research in Finnish perspectives.

7.1 Interviews Outcomes, part one

Interview with Misokia T. Managing director, Date 13th of July 2010 Missokia Tampere

1. How can we manage a multicultural event successfully?

To start with, in order to manage a multicultural event successfully, you need to make a good research in a way to compare what is available and what are your wishes/what do you want to offer. Above all, you need to be realistic when dealing with people from different cultures and want to organize an event. Secondly, to manage any event, it need proper planning which can lead your event into success. Based on our interview, it is good to anticipate customer's expectations and timing should be simple and have to put time into account. When you want to get more customers interested to your product or what you are offering in your event, there is a great need for you to reach customers expectations. Based on these facts from our interview, we believed that when there is good planning, you meet what customers expect from your event and your timing is simple and followed, and then you will have a successful event. "Satisfaction is a response to a perceived discrepancy between prior expectations and perceived performance after consumption (Oliver, 1981; Tse and Wilton, 1988). Consequently, managers need to understand how expectations

are created and how these expectations are influenced by people's consumption experiences.

2. How can we create an interesting multicultural event?

According to our interview outcomes, we found out that in order to create an interesting multicultural event, our presentation style, marketing technique/style and the involvement level of our customers are very important to consider. Based on these facts, we will make sure that we market our events with good African pictures, advertise it via face book, street posters, flyers and word-of-mouth. During the event, it is good to create an interaction with your customers, for example by making a short play or game where customers can win some small African gift.

3. How can we market events successfully to different target groups?

It depends of the following; budget, target group, coverage needed and image. Based on our findings from the interview, we will make good budget and very simple as well as make it possible to reach our target group which we believe will give positive image to our event.

4. How can we attract customers to our events?

Based on the interview, we found out that idea sells through proper marketing campaigns. We have elaborated in our marketing strategy in the research plan as to how we will market our event and with good promotion we will attract many customers.

5. What are customers' expectations in a cultural event?

Authenticity/passion/commitment/easy flow of program and good experiences are very good samples which customers expect. As we organize cultural events, for example African; then customers expects to see real African traditional dance or performances and finally we should fulfil what we promise to offer to the customers.

6. What are the challenges in organizing multicultural events?

Based on our finding, the main challenges are financial challenges, time management, locations, competition, support from our fellow Africans and awareness of our cultures. In order to make good cultural event and interesting, you need good financial support as the main foundation.

7. When is good time to organize cultural events in Finland?

Every time is good to organize an event as far as you have good products to offer to your customers. It also depends on your marketing and the people you are targeting.

Interview with Eneh, O Culture Producer 25th August 2010
Caisa, Helsinki

7.2 Interview outcome, part two

1. How can we manage a multicultural event successfully?

Based on our findings from O. Eneh, In order to manage a multicultural event successfully, you need to have different target groups, qualified staffs, understand the society and your customers; you need to know your market and product. This is because when you need your customers you can convince them. Furthermore, you need to know your cultural identity and also make sure you have good financial supports to run your event.

2. How can we create an interesting multicultural event?

In order to make your event interesting, it is quite vital to allow your customers to give their feedbacks because you do not have all the knowledge by yourself and also you can involve them in the planning process said by O. Eneh.

3. How can we market events successfully to different target groups?

You can market your event when you commit the people and they will spread the news (word of mouth) and it is quite fast and cheap way to reach your customers. According to Oge, you should try to meet your target groups/clients.

4. How can we attract customers to our events?

Based on our findings, you need to give the product that you have promised to your customers and also try to keep the schedules simple and respect your timing. Moreover, Oge also elaborated the importance of time in Finland since its part of their culture.

You can give all your best but do not over promise your clients and you need to be present in the event regardless to the weather. For example when it rain or snow, you as the main organizer should be at the program place because some of your customers might be there and if you fail to turn up then it might give a negative image to your event or business.

5. What are customer's expectations in cultural events?

Your own expectations is one key factor because you know your product and make the best use of your customer's feedbacks which can help you to figure out what they expect from your event.

6. What are the challenges in organizing multicultural events?

Many people do not know where they are going and most of them have too many expectations. Money is another major challenge because it makes the business move forward. In addition, security and facilities are also some challenges in terms of organizing events.

7. When is good time to organize cultural events in Finland?

According to our interviewee, when you know your customers, anytime is suitable to organize an event for them.

8. What makes your company special, can you tell us in brief?

We have found out that Caisa is special due to their qualified staff, different languages, and different peoples from different cultural backgrounds working together. In Caisa, there is no power distance meaning that everyone is free to give your own opinions or have a direct contact to the management levels when needed. Caisa have very good flexibility and they also bring peoples from different ethnic groups which maintain their good reputations for many years now.

7.3 Interview summary

Firstly, we have had an interview with T. Missokia who is the managing director of Missokia Tour operating and event Management Company in Tampere Finland and O. Eneh the culture producer in Caisa cultural centre in Helsinki Finland. Our

interviews were conducted systematically in which one is asking the questions and the other is writing down the information.

This method of collecting data is time consuming but very usefully because the information gathered gave us the visions of how to manage a successful multicultural events in Finland. In addition, the interview questions were basically based on the interest of our thesis topic.

Our interviewed personnel had different perspectives from the questions asked and also in some cases they had same views, the most important aspect emphasized by Missokia was in order to manage a successful event you need to make a proper plan together with good marketing campaign, time management and to reach customers expectations by this he meant that it is very important to offer to the customer's what is promised from the marketing campaign.

Furthermore, O. Eneh also emphasized that the most vital factors in managing multicultural event is financial stability, to know the target group , how to market the product and lastly she mentioned that a people who organises multicultural event needs to understand their own cultural identity . The cultural identity is a very important factor to consider because when the organizer knows very well his or her cultural identity the event organized will portray the culture very positively because the organizer knows exactly which cultural aspects can positively meet the customer's expectations in a cultural event .

According to David C. Watt, (page 44) a successful event cannot happen without adequate financial support. The commonest error in committing to an event is to do so without securing the necessary funding at a very early stage. That should be a major concern from start to finish and may cause the event to be presented in a poor manner and quite possibly doom it to failure; indeed it may have to be aborted at some stage, leaving bad feeling all rounds.

Both interviews suggested that the involvement level of the customers to an event is very important due to the fact that when customers are involve in, for example giving them chance to give the feedback before and after the event will help to improve their expectations as well as to have a successful event. When

customers' gives their feedback it helps the organizers to be aware of the areas to improve in the upcoming events planning.

In addition, O. Eneh suggested that the involvement of customers' in the planning process is a good way of getting new ideas which can lead you to a successful event.

Distinctively, to attract customers with a multicultural event, there are basic aspects to consider for example to offer what the organizers promised to the customer's. When the customer's attend the events they do have the vision about the event based on the pre event information and marketing campaigns held before the actual event, in this case is it very important to delivers what has been promised in order to gain trust and good image. Finns are gregarious people who have kept their cultural identity, despite centuries of foreign invasion, domination and rule (P. R Harris, page 471)

Furthermore, Missokia also emphasised the aspects of authenticity to our target audience, because when there are typical cultural programs in an event it enhance the attractiveness to the customer's.

Additionally, we found out that there is a need of involving different individuals from different cultural backgrounds when organising a cultural event, this point was spoken by O. Eneh from Caisa that their cultural centre is very special and unique because there is a combination of different people from different cultural backgrounds.

To be successful, the acquisition process then requires an integration of national, organizational, and professional cultures. Under these circumstances, culture become a critical factor ensuring business success, particularly with 21st century trend toward economies of scale favoring large, multidisciplinary and multinational professional service organization (P. R Harris, p 23)

From both interviews we found out that the main challenges to organising an event is financial stability, in order to have a successful event, the organizers need to have good marketing campaign which costs lot of money especially media marketing . Also getting sponsorship is another issue addressed during the interview that it is very challenging to attracts sponsors and convince them to support financially your events.

On the other hand from the customers perspectives it is also very challenging to meet customer's expectations because many of them expects a lot from the service sold to them.

Finally, we would like to comment that personal interviews as a part of qualitative research methodology which we have used to collect valuable information for our thesis is very usefully because the information gathered are very applicable with our thesis topic and we will apply them in practice when the company is established.

The use of qualitative method depends on the aim of an approach to the research /project / thesis, background and previous knowledge. In cases when the research problems deals with experience and behaviour or when we wish to reveal or understand a phenomenon that is typically not familiar to us (A. Isacsson 2010).

8 Discussion and possible suggestions

Living in Finland and after studying Finnish language and culture, we realized that Finns are shy and their social interaction is not high compared to African/Asian cultures. In that regard, Gamfinn want to create social interactions between Finns and foreigners by organizing multicultural events which will give them some ideas or chance to interact with foreigners and also learn their cultures.

In addition, being students in a multicultural degree program, we still can see that the interaction between students needs an improvement in some point. Multicultural research lacks the support of a tradition of mentors of trained scholars and of institutional structures. Universities such as Laurea University of Applied Sciences give unique degree programs. We think that they should include multiculturalism and event management as part of the curriculum which might help to develop student interaction and learning new cultures in tourism perspectives. These were some major problems we have faced during our thesis research and dealing with theories that we have not study in our degree program.

Based on our thesis findings, it is very important to have a good knowledge in event marketing and a knowhow in multicultural perspectives.

There are challenges always in learning new cultures and building up trust with someone from another culture. Finnish people have slow process in building trust and building interest in other peoples' language or culture. According to H. Lehtonen a researcher, said that young Finns in eastern Helsinki already show signs to an indirect influences towards Somali language. Furthermore, M. Abib is Somali born social worker said that young people get to know each other in schools and military service. Their attitudes change when they realize that we are living in one country and we are all people in the same way. Our thesis is basically multicultural event management, even though there has been other study in multicultural event. Based on our findings, Erasmus has made a thesis in organizing multicultural event whiles we are more concentrated in managing multicultural events and how to make it more successful in Finland.

According to Erasmus, 2010, "Ignoring the participants' cultural features might lead to misunderstandings and conflicts. On the other hand, overemphasising cultural differences might be equally disadvantageous" (Erasmus, 2010). Gamfinn want to improve the cultural features and reduce the cultural differences by exploring sufficient information about other cultures and possible ways to make people understand the differences in some cultures.

Gamfinn's multicultural event is regardless to religion, time or cuisines. We will take security issues into consideration because it is very important when dealing with customers and government authorities in your business. Some of these things for example time is a challenge for some foreigners who come from a culture where time is not follow seriously and in Finland time is very important and part of their culture. This is will make Gamfinn special in some point because there will be flexibility in such cases.

We are living in one world and the scientific choices made by each culture have affects on others. Class, gender, ethnicity, religion and others social forces produce different and conflicting approaches to science and technology issues in the metropolitan centers as they do in cultures at local and global peripheries (David Theo Goldberg, page 358)

Therefore, we suggest that there is a need to find out the willingness of Finnish people to learn new cultures and how to create interaction within people from different cultural backgrounds living in Finland. Further research should be made also in multiculturalism in Finland, in order to have good professional skills in creativity and intercultural communication in tourism perspectives.

9 Summary

According J. Paul Peter, p 263, to develop effective strategies, marketers need to identify important aspects of culture and understand how they affect consumers. The lack of good understandings in other cultures, especially when organizing multicultural events, you need to have some good knowledge of your clients since you are specialized in dealing with different people from different cultural backgrounds. We have realized that, some multicultural event managers concentrate mostly the basic information of their business partners not knowing that they should take a deep research about what kind of events are suitable for them to avoid failures as well as to improve their relationship with their client.

Dealing with people from different culture is challenging. People around the globe are influenced by their own traditions and fundamentalism in culture, that is why managers need to understand that aspects in different points of views. When you take a look in some multicultural events that some entrepreneurs organizes in Finland, they are mostly the same products and after having our interviews, we've realized that repeating the same products and especially in the same place can make it boring for your customers which event mangers need to put into considerations and come up with new styles or products which might attracts many new customers or retain the existing clients and should be done by following the new trends in tourism and leisure industries (event management).

Based on our findings, we have come to see that event management has emerged over the past decades as a dynamic sector in the tourism and leisure industries. In that regard, the number, diversity and popularity of events has also grown throughout that period. Events that are successful, they mostly increased competition to secure major events is giving greater impetus for the need to

create more professionalized events. Many managers want to go in organizing an event but the industry is increasingly relying on well educated, experienced and professional event managers. Our case company “Gamfinn” want to be one of the best in organizing multicultural event management in Finland with the help of good theoretical and practical backgrounds from this thesis which will be taking seriously to proof the professionalism in our events.

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11 Multicultural pictures



12 Appendix

1. How can we manage a multicultural event successfully?
2. How can we create an interesting multicultural event?
3. How can we market events successfully to different target groups?
4. How can we attract customers to our events?
5. What are customers' expectations in a cultural event?
6. What are the challenges in organizing multicultural events?
7. When is good time to organize cultural events in Finland?
8. What make your company special, Can you tell us in brief?