Event management: functional requirements of the ecosystem and roles in the ecosystem

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Executive Summary

This document aims to describe an ecosystem for event management.

There are various actors in such ecosystem, taking on and performing in various roles, some of which have been outlined in this document: The authors have approached the ecosystem and their actors from three actors' perspectives so far: event calendar provider, event organiser (provider) and end users. In 2011 a future versions of this document is to cover and integrate other actors, too.

Also, a first value chain, around event calendar providers, has been identified, providing a general context for the actors in question. Within this value chain, professional processes have been outlined and illustrated.

As a final step, a first set of desired functionalities have been identified, again seen from three perspectives, event calendar provider, event organiser (manager) and end users.

Various of theses end user functionalities then have been realised in other tasks of the Next Media Event Management case.

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1   Introduction

This document aims to describe an ecosystem for event management. The aim for this description is to understand current way individuals and organizations and companies make business with events and to identify new business opportunities in that ecosystem.

There are various parties in such an ecosystem each of which is in some way involved with events. As a hint for the reader we have a very broad definition for an event: it may be a commercial or non-commercial event where you may have to or may not need to buy ticket to attend. The event may be a single event such as a concert at a specific time at a specific place or it may be a repetitive event such as a art exhibition which is open at specific times.

The authors of this document have approached the ecosystem from three parties' perspectives so far:
1.   event calendar provider (example EvenemaX),
2.   event organizers (providers) and
3.   end users

while we expect future versions of this document to cover and integrate further parties.

The chapter 2 sets the scene for the event calendar ecosystem, which is located in the core of the media interest in the event management ecosystem. The action research was based on KSF Media's EvenemaX event platform. A first value chain has been identified, providing a general context for the actors in question. Within this value chain, professional processes have been outlined and illustrated.

In the next working hypothesis, the ecosystem has been viewed as functions that may be connected to a common database technology, by which a number of federated event databases can be administered to serve the needs of end-users and event organizers.

The end users perspectives have been prepared as a joint effort between the members of the Event management case group active in the Next Media program in Finland. The event organizer perspective has been prepared via a series of interviews the results of which are presented in this document.

Finally, a first set of desired functionalities seen from the event calendar provider perspective, have been described.

2 The Event Calendar Ecosystem: EvenemaX

2.1 Introduction

2.1.1 Background

Especially in (geographically) local contexts, many events are the result of a collaborative effort and interaction of several players.

The event ecosystem displays a variety of interrelations. The public sector may support local festivities to facilitate tourism and the prosperity of local businesses in general. Companies may sponsor festivals to enhance their own image and relations to the public. Event organisers and media often cooperate, with the organiser eager to achieve a wide dissemination of information about the event with the media again interested in live contacts to some of their audience.

2.1.2 EvenemaX

By tradition, the local newspaper has been a central node in promoting, listing, noting and commenting events – and thus "make them happen". This was the basis when Borgåbladet, one of the newspapers in today's KSF Media group made the initiative to start the EvenemaX service in the Porvoo region in 2006.

The original aim was to encourage small and medium-size event organizers to increase their efforts in presenting, advertising and marketing their events – besides making them known also through the local daily paper.

EvenemaX provides a web calendar, as well as a web-to-print channel to four daily newspapers. One early result was the cooperation with the public administration, which saw the EvenemaX service complement or even replace other event listing services maintained by the public sector.

EvenemaX is a central structure in KSF Media. EvenemaX provides a similar service throughout all main units of the media house. EvenemaX is, however, not creating revenue independently, but is, like the other business units dependent of commercial efforts made by other central bodies of KSF Media, such as Media Sales.

2.1.3 Scope

There is a large variety in types and sizes of events. In this section, the focus is on events as promoted in EvenemaX and the related professional roles and processes.

2.1.4 Methodology

The methodology has been action research based on KSF Media's EvenemaX event platform.

The four dimensions of the research are

- organisational development level
- working level in KSF Media – i.e. staff who does the job as such
- business partner level (typically through KSF Media representative)

2.2 The EvenemaX Producer's Value Chain

In this section we describe the EvenemaX ecosystem from the point of view of the EvenemaX producer: KSF Media.

2.2.1 Overview

Figure 1 shows a possible value chain of EvenemaX ecosystem actors.
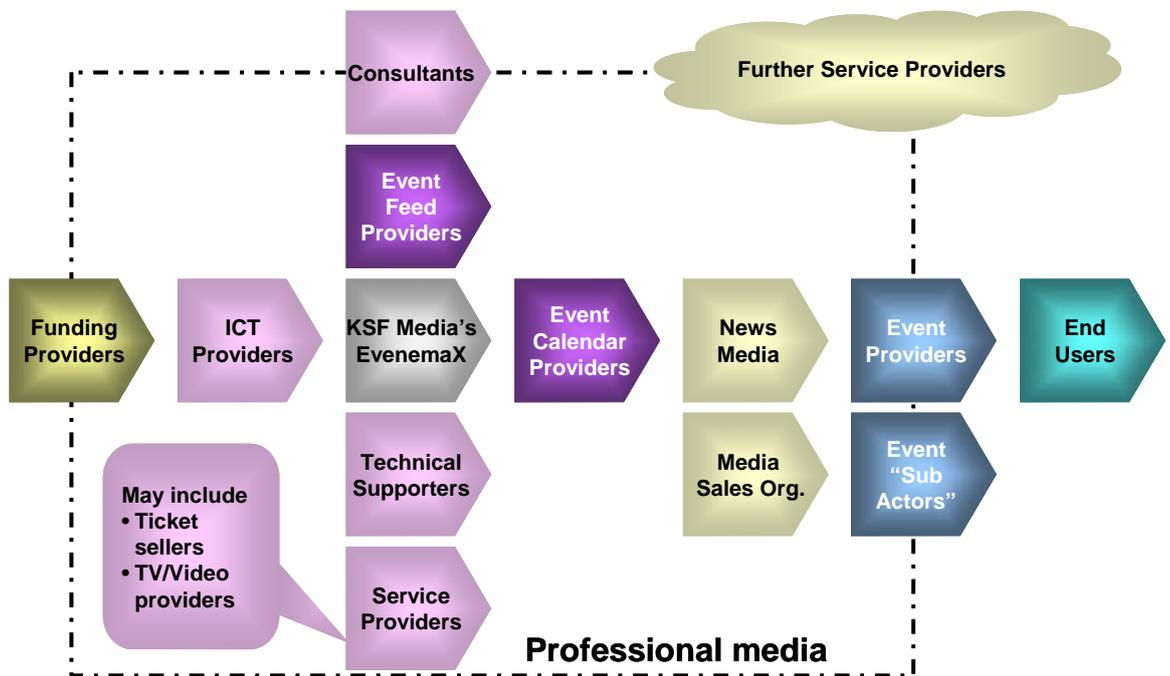
Fig. 1: The EvenemaX Producer's Value Chain

The actors and their roles are explained in the next section. Note that not all event providers belong to the professional media sector.

2.2.2 Value creation

From the point of view of the EvenemaX producer, value is created in…:

1. a network motivated to submit complete, cohesive, consistent and correct (c^4) data. Such data builds trust with the end users

2. a system that gives maximum diffusion of information with minimum effort for the event organizer, event source and end user

3. a system which gives the organizers' events visibility in info channels with a high status (print, TV, exclusive listings, future mobile services)

4. a) a system that continuously accumulates new information and b) creates valuable compilations of data

2.3 Actors and Their Roles

In the following sections, the actors in the event ecosystem are clustered in five groups:

1. Controlling actors, who lead and manage the EvenemaX process

2. Input providers, who provide event information and – subsequently – events as such

3. Enabling actors, supplying funding, tools and services (mechanisms)

4. EvenemaX workers, who perform the daily, operational business (IDEF0: "function")

5. (Output) receivers, who are interested in the EvenemaX services

These groups follow the IDEF0 standard (Integration Definition for Function Modeling[1]) for process modelling.

Fig. 2: Actors in the EvenemaX ecosystem

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2.3.1 Controlling Actors

Controlling actors lead and manage the EvenemaX process.
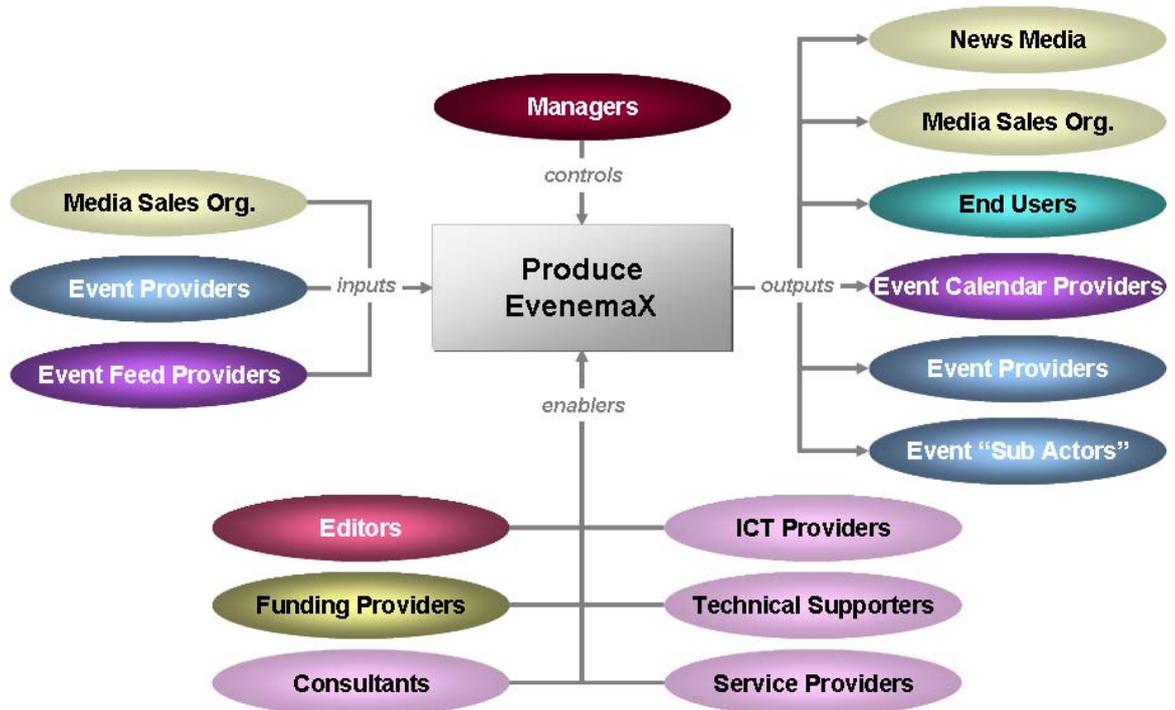
- **Accountable Manager EvenemaX**: Oversees the EvenemaX business. Accountable for overall budget, wins and losses.
- **Responsible Manager EvenemaX**: Manages the EvenemaX business on operational level. See section 2.3.4.1
- **News Media**: Produce various guidelines (for daily work) on how to edit and select events for listings and calendars for print. This task is infrequent. See also 2.3.5.1

2.3.2 Input Providers

Input providers provide event information and – subsequently – events as such.

Media Sales Organisation

Sales persons, selling advertisements, providing metadata of advertisements.

Event Providers

An organisation or association that is accountable and responsible for one or more events and typically manages the event as such.

Event providers can be split into the following three categories:

- Professional or semi-professional organisations or associations (commercial or non-profit), including the so called 3rd sector
- Public sector – municipalities and other public bodies: A significant part of coordination of events and of calendar information is carried out by different bodies in municipalities, such as tourist offices, or administrative bodies for cultural affairs or local entrepreneurship, trade and business.
- Private persons and volunteering organisations and associations, mainly the 3rd sector, for example

Large commercial organisers may use various kinds of subcontractors, such as media agencies.

Large event providers typically manage also the sub actors (see section 3.2)

Data and Event Feeds Providers

Partners, which provide data on the same platform and partners, which feed events, which are not covered by EvenemaX.

2.3.3 Enabling Actors

These actors enable EvenemaX through funding, tools and services.

- **Funding Providers**: Provide either direct funding or support in the form of offering venues or other non-monetary contributions.
- **Consultants**: These actors provide support for setting up the event management business (i.e. EvenemaX) and possible spin-offs. They also support the continuous improvement of EvenemaX.
- **ICT Providers**: Provide ICT services (the platform) to EvenemaX (not to Event Provider).
- **Technical Supporters**: Provide technical (mostly ICT related) support
- **Service Providers**: Theses partners offer services (e.g. ticket sales) on the EvenemaX platform, related to events.

2.3.4 EvenemaX Workers

EvenemaX workers perform the daily, operational business.

Responsible Manager

In charge of database structure, data flow analysis and work processes. Maintains contacts to KSF Media internal and external clients (e.g. editorial recipients, media sales and technical support partners and new event providers).

Also in charge of all strategic tasks.

Editor

Gathers information, checks and moderates the submitted data and enters information into the event database, taking into account re-usable data.

Edits and selects information for event listings for print and delivers edited calendars for print.

Translates event information to provide bilingual service.

2.3.5 Receivers

Receivers are interested in the event information that EvenemaX offers.

News Media

These partners receive events listings or calendars for print.

They also use event information provided by EvenemaX for further media coverage, such as reports, picture stories, recensions etc.

Media Sales Organisation

Sales persons, selling advertisements

End Users

End users are interested in events and search for events, visit events and involve their networks in events via recommendations and other means. They also provide, e.g., pictures, videos, anecdotes of the event.

Many of these social features are not yet implemented in the EvenemaX service.

Event Calendar Providers

Partners, which offer similar, i.e. event calendar, services

Event Providers

See section 3.2 – "event organiser"

Event "Sub Actors"

Even if these actors are typically managed by the Event Provider, quite often they are interested in event (meta-) data:
- Venue owner
- Performers (artists, singers, choirs…) – from "hobby" artists to pro-amateurs to world stars
- Vendors (selling various items or food in events)
- Communication service providers
- Media and advertising agencies

See also section 3.2 – "event organiser"

3   Event ecosystem

3.1   Event organiser interviews

Six different event organizers were interviewed during May and June to understand the challenges they face today and in the future. The event organizers and the types of events they organize are presented in the following table.

Table 1. The event organizers interviewed in Summer 2010.

Organizer	Person	Type of event	Other info
Loviisan Wanhat Talot	Maria Schulgin	Exhibition	Annual exhibition; takes place one weekend in August
Posintra	Janne Ekman		Company, providing help to small event organizers
Korjaamo	Raoul Grünstein	Music, theatre, club	Events and facilities
Funk production	Katri Kärkkäinen	B2B	Events
Lastenpäivän säätiö	Rafik Neuman	Amusement park	Amusement park in the summer time, and special events in autumn and winter.
HJK / Sonera Stadium	Kari Haapiainen	Football game	Events and facilities

Loviisan Wanhat Talot is a yearly weekend event organized in Loviisa. Its core is to show the old houses in Loviisa and how they have been and are being renovated. The event is run by local people. Posintra is an organization that supports development in Eastern Uusimaa. They have a lot of knowledge about local events, event organizers and their challenges. Korjaamo is a site where various types of events can be organized. Funk production organizes small B2B events. Lastenpäivän Säätiö runs the Linnanmäki amusement park, that in itself is kind of an event for summer time, but they also organize special events during autumn, before Christmas time and during winter holidays. HJK / Sonera Stadium is a big professional sport organization.

The potential development areas with connection to media content was in the focus of the interviews. A semi-structured interview method was used and the topics were:
- Background, type of the events organised
- Current situation, competitors, customers
- Future, goals, challenges
- Partners in cooperation
- Marketing, the structure of the costs
- Future development areas

In the following, the main results from the interviews are presented. The results follow loosely the same order as the discussion topics mentioned above.

3.1.1 Reasons to attend and to organize events

The event organizers need to satisfy their customers; people will come year after year, if they know it is worth while to come. One way to do it is to have something new every year – something that people look forward. This can be for example a new equipment (in an Amusement Park) or some other new attraction or feature, like an art gallery within the exhibition. These new features also give possibility to the free press publicity, which is really important or even a matter of life and death to the organizer. Many of the interviewed event organizers brought up that the media doesn't tell enough on time about their event, or only make news of some negative aspect. One of the interviewees said that 80% of the attendees got the information of the event from a friend or a relative.

The organizers think that social acceptability is one of the reasons for the attendee to join the event. The attendees search for positive experiences and they are, of course, interested in hearing the music or seeing the artist / the game they like or the event is interesting to them in some other way. Some of the organizers wanted to offer a place for people where they could come just to spend their leisure time. The attendees are typically active people; the same people attend different events.

The organizers have in mind "desired target groups"; group of people which they don't have in their events, but which they would like to have. For example Korjaamo, where the average age of the attendee is less than 35 years, would like to have 30-50 year old audience in order to have more steady and affluent audience. Lastenpäivän säätiö would like to see more teenagers to spend their spare time in the Linnanmäki amusement park. HJK desires to have the whole family, not just the male audience in their games.

The reason to organize an event is most often just to get economical profit. The small actors organize the events as a hobby, and there might be no economical benefit in the background.

3.1.2 Competitors, partners

Only one interviewee felt that they don't have any competitors. The others mentioned other leisure activities, like shopping malls, downhill skiing centres, public swimming pools, cinemas and just laying on a sofa at home as the main competitors of their event. Also other actors like other venues were mentioned as competitors. For the B2B actor, the marketing department of the customer organisation is the main competitor together with other B2B event organizers.

The smaller the organizer, the more important the values of the partners seem to be, when choosing the right partners. Many small organizers have an ideology, which limit the possible partners, and it is important for them to keep a certain image. For example LWT (Loviisan Wanhat Talot) is an exhibition, where the Fortum nuclear power will never be presented. Also it is not allowed to sell

liquorice or beer in the market. Salmon soup and a market for organically-grown food are preferred. LWT is a good example of a well working eco-system. They give the market places for free and expect the existence of the partners to add value to the event. In small events the partnerships are more on the basis of favor for favor than financial partnerships.

A B2B actor has a wide subcontractor network and catering plays the biggest and the most important role in it. Places like Korjaamo and Sonera Stadium (HJK) rent the facilities and most often the partners of the customer bring value and content.

The big event organizers use media agencies for planning the media plan. They have money for advertising, but they try to get free publicity in media as well as the smaller actors. It was mentioned that publicity comes mainly only when something goes wrong. Big event organizers provide advertising places for their partners (like poster advertising or label in the shirt of the player). They are careful in choosing the partners so that only one partner from one a certain business sector is presented at time – like one shopping market brand, one telecommunication brand.

3.1.3   Revenue and costs

For many of the interviewed organizers the most important income was public support, which the organizer gets for example from Svenska kulturfonden, Ministry of Education and the local town. Huge amount of this financial support will be lost, if a company is set up and the event is organized by it.

Another important source of revenue is the ticket sale. Other sources of income are renting sales tables, small shops and café & bar.

For LWT the presence of additional actors in the event is valuable in itself, and that's why they give sales-tables for free. At the same time they don't pay for the artists to be present there, but artists may come and be there if they want to, and add the value of the event. If the artist wants income of his participation, he must sell something himself or find a sponsor. In practice, the local church often arranges a concert and pays for the artist. In LWT, the people whose houses are open for public (the exhibition places) may earn some money by garage sales during the event. An idea for the future is to sell tickets including an overnight visit.

Sponsors play a role in contributing with revenues, and their role varies much from case to case. At the lowest level, the sponsors pay for having their posters present and in the other end the sponsors have their own area in the event for their own customers.

Marketing is one part of the event's image. For the organizer, flyers and posters might be extremely important, even though the impact has been found to be quite

small. The interviewed organizers had fairly small budgets and they try to get free publicity via media such as magazine articles.

Small organizers don't have a database of their customers, which they could use for marketing after the event. All interviewees said that they should be doing more marketing after the event than what they do now. The most common reason for not doing enough post-event marketing was that the organizers were so tired afterwards, that they needed to concentrate only on themselves.

Expenses are the costs of facilities (bajamajas etc.), copyrights and running expenses. The costs of artist, when thinking of music event, are one of the biggest items of expenditure.

3.1.4 Social media

The interviewees found social media interesting and they had plans to use it more in the future. Especially the smaller event organizers were interested to figure out how to utilize social media effectively. The idea that a small event can have huge publicity through Facebook was a common expectation.

Social media was called positive word to mouth marketing, and it includes blogs and chats as well as Facebook and various interactive web-sites. The challenge of getting people to one's web-sites and keep the web-site alive and interactive was discussed in the interviews. Many of the interviewees would like the attendees to produce content for the web-sites or Facebook pages. But the small organizers need a clear concept of how to do it and how to manage social media around the event. The organizer would also be interested in reading what the attendees write and talk about, but they are hesitant about letting it take place in their own web-sites. The reason for it is that the organizer doesn't want to take any responsibility of the writing and they are afraid of that the writing does more harm than good for the brand.

There was also a comment, that the social media doesn't interest the organizer's staff, although the interviewee personally was of the opinion that it should interest them.

3.1.5 Challenges today and in the future

To keep the economy balanced is the main challenge for the small event organizer. They say that there is no guarantee that the event will be organized year after year. The small events are organized based on voluntary work. All the volunteers are really tired right after the event, and they don't have power to even think about the next year.

Finnish attendees, especially young people, are used to getting everything for free. They download music from internet for free, they use free Skype for long distance calls. Organizers search ideas for new business models, how to arrange a

profitable event for people that are not willing to pay for it. The event must create real value for the attendee. The new model should be something based on the added value. The comment was that making money by selling advertising places in the event is old fashioned.

When the event is organized outdoors, the weather becomes crucial. Also big broadcasted events, like world championships, keep the potential attendees at home. Small towns suffer from the lack of accommodation services, which limit the time spent in the event.

All in all, the organizers say that they need to do dramatic changes and provide new services to stay alive. The question is who takes the risks of the new service.

Almost all interviewees had ideas of how to grow the event and how to create additional value for the event in the future. Only the very small events were already today at a point from where they cannot grow. The ideas of adding value were mainly creating a membership or regular-customer programs and this way finding out how to serve the customers better. This includes the ideas of adding value to the event by having new features (such as a picnic in an exhibition) in the event. The event could be grown mainly by running it more often (throughout the year instead of being one weekend or twice-a-week event). Other ideas included expanding the event to other places in Finland (LWT to the West coast) and to get new attendees from abroad.

One of the most important challenges is to make people aware of the event. One interviewee said that Evenemax does a great job with their calendar. It came up in the discussion that many of the interviewees advertise their events by themselves and don't know the existence of the calendars and how to utilize them in their advertising. Lippupiste, Tiketti and the event organiser's own web-sites were mentioned as places where the possible attendees could learn that the event generally exists. Also mailing lists are used to promote the event. Posters and flyers were important advertising media, as mentioned earlier. A common wish to media was to write articles in advance (free publicity).

Relating to theatre performances and other similar events the most powerful advertisement is the commentary in newspapers. The problem is that for short lived event or plays it comes too late, when it is published some days later. This concerns in particular an event organiser like Korjaamo, which organizes theatre shows that run only 2 to 5 times.

Small event organizers need help in getting the publicity; and they don't have enough resources for putting the info of the event to different places (like calendars, web-sites). They would need a service that covers everything; their wish is that they put the information only to one place and the service takes the responsibility of the distribution.

3.1.6　Conclusions and discussion of the interviews

There are common challenges to all event organisers whether they are small amateurs or pro-ams, or large commercial enterprises even though the sizes of their budgets and scale of their events vary a lot. These challenges include:

- making their event known so that potential visitors are aware of the event (how to use the marketing budget in an optimal way),
- establish the event, or event location, into peoples routines and habits, but at the same time to renew themselves so that people really come repeatedly to the event or location
- create a unique whole of the event or site supporting a good event experience
- promote sharing information about the event both in off and online to create word of mouth (may include things like using social media, selling unique items that add social value)
- creating many and new streams of revenue because there is a lot of free competition, unwillingness to pay is common and some existing forms of revenue are becoming old-fashioned.

The interviews also indicated that there is a big threshold to turn an amateur or pro-am event into a business.

There is need for a clear and simple concept how to manage social media around an event. Many organizers are willing to give attendees the freedom to produce content for Web sites or Facebook, and realise that this is important in making the event better known and more attractive for future visitors.

Organizers search new ideas for business models, how to arrange a profitable event even for people that are not willing to pay for it. The event must create value for the attendee. Hence, the new model should be something based on added value.

Organizers also need a service that includes everything; the only thing that would be required from them is that they put the information to one place and the service takes the responsibility of the distribution.

3.2　Roles and challenges in the events ecosystem

There is a large variety in types and sizes of events. In this study, the focus is on events that have some financial activity related to them, but still the scale is very wide.

Event organiser is the organisation or association that carries the main responsibility for the event and co-ordinates the activities. Event organisers vary from commercial organisers to associations relating to a theme or location. Accordingly, big commercial organisers use various kinds of subcontractors like

media agencies whereas for small organisers much of the work is done by voluntaries.

Especially in local contexts, many events are the result of a collaborative effort and interaction of several players. The public sector may support local festivities to facilitate tourism and the prosperity of local businesses in general. Companies may sponsor festivals to enhance their own image and relations to the public. Event organisers and media may cooperate, the organiser to get a good distribution of the event; the media to get a live contact to some of its daily audience.

In further studies, these interrelations need to be explored and described in order to define the ecosystem, future roles of the players, and technological solutions needed. There is also a need for common tools for the players to coordinate their efforts e.g. a common scheduling and planning tool, or a marketplace for various equipment and services that event organisers may need.

Players in the event ecosystem include:
- Event organiser
- Venue owner
- Performers (artists, singers, choirs,…) – from "hobby" artists to proams to world stars
- Sellers (selling various items or food in events)
- Municipalities and other public bodies in different kind of supporting roles – direct financial support and support in the form offering venues, etc.
- Local service providers like restaurants and hotels
- Associations
- Media and advertising agencies
- Tourism promoting organisations and associations
- Communication service providers

Costs relating to organising events consist of the following:
- Management and organisation costs
- Marketing
    o Agencies for planning marketing strategy and creating the material
    o Bought media space
    o Earned media space
    o Promotion, awareness and visibility costs
- Sales
    o Commissions to sales channels
- Performers
- Copyright costs
- Other costs relating to carrying out the event
    o Personnel on site, consumables
    o Facilities
- Venue

Sources of income are
- Ticket sales to private persons
- Ticket or booth sales to companies and sponsors
- Selling additional items, like memorabilia, before, during and after the event
- Selling food and drinks during the event
- Selling advertising space in various formats (printed material, billboards, media)
- Selling media and information services during the event
- Income via fan culture

Key issues for event organisers:
- Organising the event efficiently
  - When
  - Where
  - Programme
  - All practical arrangements
- Making people aware of the event efficiently
- Get people to really come to the event – with as many family members and friends as possible
- Pricing the event optimally for the different visitor groups and in relation to the extra benefits that can be offered to customers willing to pay more – at least keeping the budget in balance for the event
- Adding extra services to people who are willing to pay for extras
- Getting different kind of free and earned media publicity to share information about the event in a positive way (media, social media, Word of mouth)
- Attracting full house with the most lucrative customers
- Getting people to spend money on the site
- Creating an attractive image to the event
- Making the event every time so good that people are happy that they came and recommend the event to their friends and want to come again
- Capturing peoples' feedback and feelings already during the event and fine tune the event where possible according to the feedback
- Finding out what people really thought about the event and what else they would like to have there
- Selling advertising and other visibility to sponsors
- Finding the optimal sponsors (= willingness to pay and sponsor image matches the event image)
- Communicating with (potential) visitors between the events

4 Professional Processes

4.1 EvenemaX process - Introduction

EvenemaX is about to replace one of the functionality of a traditional newspaper – the publishing of the daily calendar and agenda. Local newspapers used to have dedicated staff – so called calendar ladies – accepting information by hand, phone or snail-mail for the daily agenda, which is still a highly-read section of a newspaper.

EvenemaX replaces this with a database, which contains the event data for tens of newspapers and for which EvenemaX has obtained a geographically defined license comprising some 70+ municipalities with a bilingual population.

From an EvenemaX internal viewpoint, the process was illustrated as in Fig. 3.
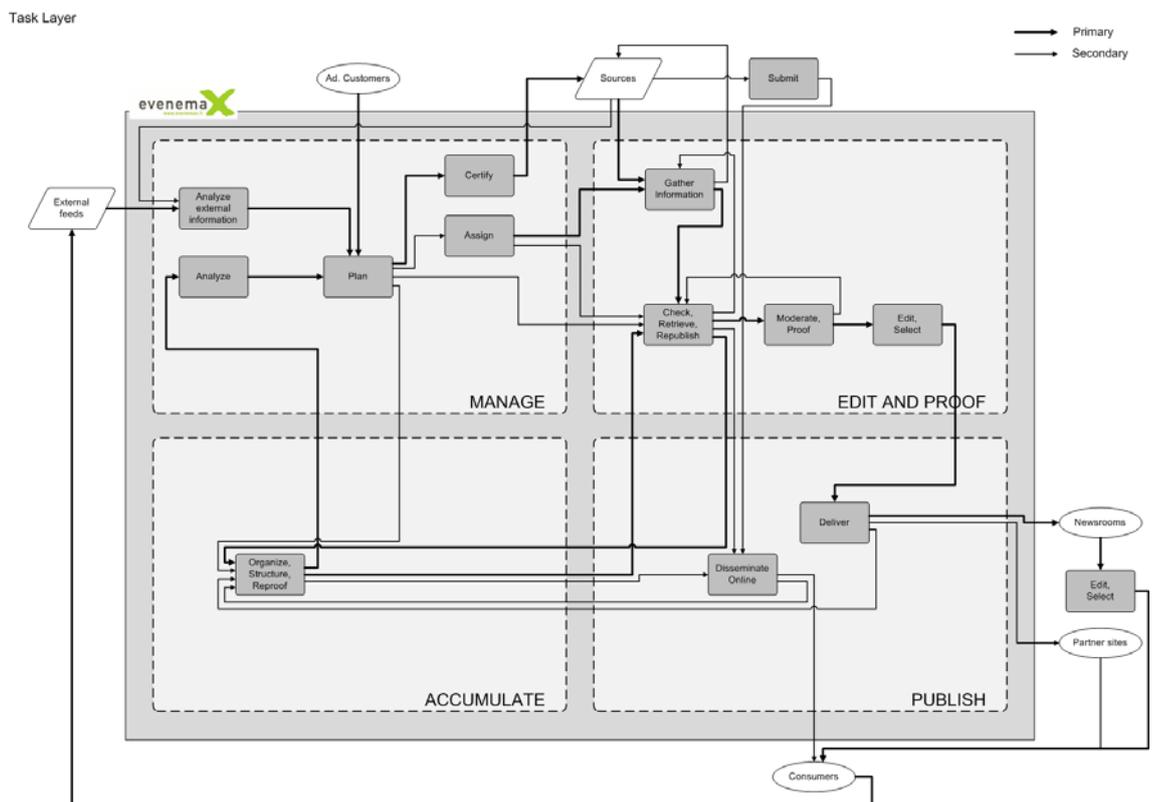

Fig. 3: The detailed EvenemaX process (task layer). Source: Tivit CrossMedia deliverable D1.7 *Adaptation of Knowledge Architecture*, Jan-Erik Andelin

4.2 EvenemaX process within the Event Management Ecosystem

For the purpose of integrating the EvenemaX process within the Event Management Ecosystem, we have modelled a simplified illustration in Fig. 4. This

illustration will be used as a basis for describing the overall Event Management processes in a later step (2011).
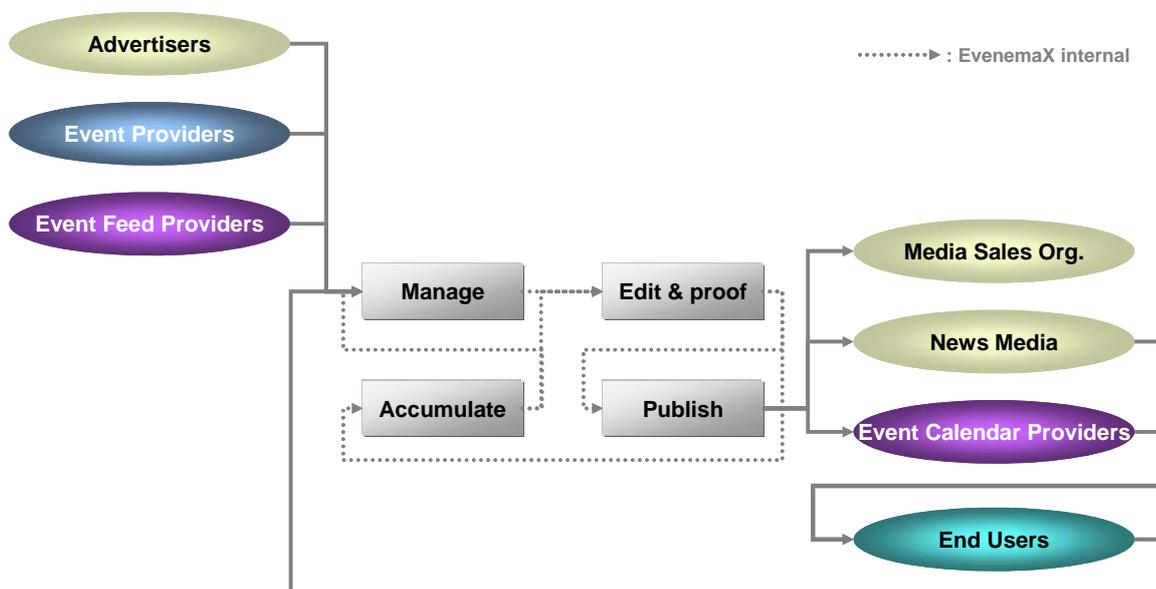

Fig. 4: The EvenemaX process within the Event Management Ecosystem

The actual workflow in EvenemaX is outlined below, roughly clustered into the main four activities (Manage, Edit & proof, Accumulate and Publish).

4.2.1 Manage

Event data is submitted to EvenemaX mainly by e-mail (ca. 90 %). The remaining data (10 %) is being submitted into the database by one of some 280 registered submitters, referred to as *Event Providers* in Fig. 4. Some event data is also being fed into the system by feeds from other similar calendar services (0.5 %). A very small amount of information is still being submitted to the editors by phone.

Main tasks in Manage are analysis (e.g. of incoming information), planning and assigning.

The **user behaviour** is being closely monitored by the Production Manager, using Google Analytics. Important parameters are the visitor frequency in relation to the date of the event or the "geo interest" in an event. This information should be provided to the media sales to support the sales of advertisement promoting events; it maps well the movements of people attending different events.

4.2.2 Edit & proof

The incoming information is moderated, edited, completed and translated by an editor. The calendar platform also automatically provides pre-selected and pre-

formatted data batches. Those intended for print publishing are pre-edited or fully finalized by the editor as listed below before being sent to *News Media*.

4.2.3 Accumulate

Here, the main tasks are the organisation and structuring of information, as well as a reproof before storage in the long term database. In Accumulate will be also more tasks related to business intelligence, which are KSF Media internal and not subject of this document.

The categorization (and in the future metadata) rules for the database is continuously monitored by the production manager (i.e. responsible manager).

4.2.4 Publish

Various KSF Media news papers receive an automated XML feed daily or weekly.

Automated data feeds are also preset to serve web. Several news sites, including all KSF Media sites are continuously 24/7 publishing event data as tickers on various news and other websites.

EvenemaX publishes its own searchable website at www.evenemax.fi.

5 Functionalities in the ecosystem

5.1 Functionalities for end users

There are several user stories developed around event management each of which is described in the subsections of this section of the document. These user stories have been developed in the Event management group to provide new experiences how event data could influence our everyday lives in ways not available on the marketplace at the time writing this document.

5.1.1 Event information is published in Facebook (US1)

Event organizers want to use social media as a viral advertising channel for the events they organize (be they commercial events or free event). An editorial database of events exists already and the database owner wishes to publish some of that information to Facebook and other social media sites via an automated process. Advertising agencies who create attractive digital posters (images) and videos can link those events with their content to improve the event visibility and resulting ticket sales.

When Marko checks the latest news in Facebook, he can see the events published by event organizers. Marko sees a concert which is going to be attended by his friends Otto and Marjo. Marko indicates with a click that he plans to attend that concert, too, the upcoming week-end.

When Marko leaves home for work with a bus, he checks the local news with his mobile handset. That mobile site shows event widgets next to the news and he can see same concert being advertised which he just saw on Facebook.

Once Marko arrives to the office and starts catching up on his email with MS Outlook, the work meeting he has been invited to and to which he confirms attendance is published automatically to his Facebook account. As the meeting is a seminar with open door attendance, he also decides to publish it also to a B2B event database with the click of a mouse button.

5.1.2 Events in the TV (US2)

(Background: Otto has bought himself a new TV and he has configured his postal code and Facebook credentials to the TV)

Otto is sitting on a sofa in the living room. He decides to start making plans for the weekend.

Otto grabs the remote control and switches the TV to events view. He gets a list of upcoming events in city of Tampere (that's where he lives) for the next 7 days. Otto finds out that some big name dj will be playing at his favorite club next Saturday. Otto selects the event to get more information. Among other

information there are two videos from the same club night last year which he decides to play. The application indicates that three of his friends are going to be there. Otto no longer hesitates and clicks to confirm his attendance at the event, too.

Otto returns to the event list and notices a skiing festival in Tampere. He navigates further to see what is available as skiing is the favorite sport of Otto's girlfriend. On a sidebar, Otto notices an ad about a sale on cross-country skiing equipment. What a coincidence that he was just in a need of new pair of skis as the skiing season appears to continue with plenty of snow.

Otto starts watching a music TV channel, and becomes interested in the tunes of a certain band. He notices an icon at the lower right corner of the screen that tells him that extra information is available by just pressing the red button. After pressing it, he has a wealth of information available: history of the band, audio and video downloads, CDs, links to music stores, upcoming events where the band will play. Otto adds the page to his link library, and purchases a couple of pieces to his mobile before leaving the page.

5.1.3   Location-based association of events (US3)

As a typical start for the day, Iris logs into Facebook with her laptop. She is happy to see that someone has invited her to an event. She clicks forward to see the event details.

The invitation was sent by Iris' aunt who will be performing herself in the Riihimäki City Theatre. As Iris lives in Pori, it's somewhat a ride for her to go that far.

Facebook application shows Iris links to other events that take place in Riihimäki on the surrounding few days. The application indicates that a reunion of Iris' elementary school will be organized the next day after theatre which she now plans to attend. The most POI generic services such as public transport, restaurants, hotels, kiosks and public toilets and other related events are naturally shown in real-time in relation to the events Iris plans to attend. Iris will of course also be informed about the means of transport, driving time etc. so that she gets back to Pori in due time. These services are plotted on a map which also shows the event venue and the program during the reunion. Iris clicked on the parts of the program to create a TODO list for the reunion. Once Iris arrived on the site, the mobile phone she had gave Iris instructions for directions how to reach all the things she had noted in the TODO list.

Iris's school reunion was really well organized. More than 1,000 people who had gone to that Riihimäki school over the past 60 years had shown up. A local media player had set up a reunion Web site one year in advance, collecting any information and expectations related to the event - and creating the social hype. The combined web/mobile site also provided real-time sms alerting services during the event. It collected stories, memories, sepia-style photo scans, MMS photos and videos that people could browse on the web for years afterwards.

There was even a 200-page book published from the material. It sold in 20,000 copies.

5.1.4 Portable profiles and mobile access to events (US4)

On her way back from Riihimäki to Pori, Iris finds her train to stop in Tampere due to technical problems. She wonders what to do in the next 2 hours and decides to open her mobile phone. She opens the event application (which automatically determines she's in Tampere) and suggests an event based on a her preferences set in her Facebook account that local technical student have their theatre (speksi) training starting in 15 minutes entry free of charge. She clicks to indicate that she'll be there. Using an easy-to-use mobile interface the tech students had published this information in the mobisphere only a further 5 minutes earlier as they realized that their rehearsal had gone so well that they were ready to go "public beta" with the speksi.

After the speksi, Iris had a real restaurant bargain. Due to further train problems a group of two football teams had cancelled a group order at a nearby restaurant. Using the same easy-to-use-mobile interface, the restaurant owner offered her superfluous evening buffet for only 5 euros per guest and got it all sold before closing that evening.

5.1.5 After event (US5)

Lena has just visited a concert of a Malian band and is very excited about it. She selects the event via her blog, and rates the concert and the venue. She also marks that she wants to get early information of future events with the same music genre. She quickly scans the offers that are presented to her: t-shirt, mugs and music, and decides to order a set of mugs with the photos of Malian instruments. For a moment, she considers enrolling on a course to learn to play kora, but decides not to. She glances at live comments made by others of the band in general and the concert in particular. She subscribes to the follow-up service that gathers all the reviews and made of the concert and summarizes the social media buzz.

5.1.6 Intelligent business events in your e-calendar (US6)

Roberto works in a new EU agency in Helsinki. He does not speak Finnish and his wife left him when he moved to Finland. He is a keen LinkedIn member and has discovered a new app that allows him to upload his own calendar. Others have done so as well. Before his next business trip to Tampere he notes that some professional event organizer, linked to a brand Roberto knows and trusts, is moderating. Once Roberto downloads the meeting into his calendar, the entry as such supplies him with fascinating links: How to get there, who of his contacts will attend, the first preparatory papers etc. Roberto thus shares a ride to Tampere with two Italian colleagues, picking them up at Vantaa Airport. In the event he notices that none of the presenters bother with switching laptops fumbling with USB sticks or non-functioning sound or video. All presentations are miraculously available in time on the presenting device. Also, Roberto can download the

business cards of people he just met through his access point - the simple calendar entry. Even better, he finds all the presentations in there as well, accompanied by loads of online comments. So he starts to comment as well, especially on the presentation of that great looking business woman with the cute accent.

5.1.7 Dating through virtual events (US7)

Roberto is 55 so he is not much into Facebook. But he has discovered a funny app for his mobile device called "Dating hearts" , again through his now most favorite brand. He is fond of the Sunday afternoon event, in which you just register some data of yourself and who you are looking for. Roberto likes it, because he can just go to a museum or a nice café and spend some good time, without bother for anything or anyone. This Sunday, standing in front of a picture in Kiasma, his mobile starts vibrating and showing red hearts. Instantly, Roberto looks around himself - the application has noticed through GPS that he is close to another "Dating hearts" fan. And yes, there is a woman staring at her vibrating mobile. Roberto is completely taken by surprise as she turns out to be Jevgenia, the business woman from the Tampere event. They lived happily ever after.

5.1.8 Personalised event recommendations (US8)

Lars goes to the event service Web site and wants to see if there are any events during the coming three months that match his and his wife's interests. To get the precise recommendations, he shares his and his wife's interest profiles and some of their calendar information (available times and the locations where they are going to be). He finds three events that might be of interests, and sends an invite to his wife for all these events in a Facebook application.

5.2 Functionalities for event organizers

The following use cases have been developed based on the interview results. Use cases define new functionalities where new business opportunities for event management might exist in the marketplace. The name EventServe is used here as an interim codename for the software based service, which would provide support for use cases.

The use cases were built in two phases. The first version was written based on the interviews that were made in summer 2010. The use cases were sent to the interviewed persons in autumn 2010, and they were asked to comment them. The uses cases were revised based on these comments and feedback. The most important aspects pointed out by the interviewees are marked in bold.

5.2.1 Use case 1: Amateur organizer needing support for a new event promotion

Liisa is an active member of a cultural association that wants to set up a poetry event. Several locations in the town have connections to poets, which creates a good background for the event. The plan is to create a weekend event with activities both on Saturday and Sunday. Since this is the first time that Liisa and her association are organising this kind of event **she needs a lot of information on the permissions and other official issues that need to be in order**.

In order to choose the dates for the event and to start planning the program, Liisa logs into EventServe. She describes when approximately the event is planned to be, which days of the week, and what kind of an event it is. The service suggests the best weekend for the event taking into consideration the competing events (local events in general and same kind of event in a larger area). Liisa compares the three first choices. She notices that the second best choice is the weekend that the association had initially planned for the event, and decides that it will be the date for the event. She stores the basic information of the event into the database. **The event is not yet shown to the public, but other event organisers and other operators who may want to offer their services to Liisa can see that the event is being planned and may contact Liisa via EventServe**.

Some days later, Liisa is ready to start planning the event program. She logs into EventServe again and takes a look at available **event checklist, which includes links to the sites, from where Liisa needs to ask for permissions required to organize the event.** EventServe acts as a kind of a portal to all official sites and the checklists help the organizer to define which permissions are required.

There are also templates for planning the programme. Liisa finds a template that is close to what her association has been discussing, and takes it as a starting point. She adds some general information such as the name and slogan of the event and builds the schedule. She defines how many people are expected to each sub event and **for those that do not have a venue, the system suggests available locations. EventServe offers the services, which event organisers and other operators have put into the system based on the** Liisa's planned event. Liisa can also see the venue ratings made by earlier event organisers. Liisa does not make any reservations yet, but she indicates which venues she prefers for the different subevents and gets a preliminary budget for the event to be discussed with other association members. Liisa still keeps the event information private, and logs out.

Planning the event has proceeded and Liisa logs into EventServe again. She finalises the schedule details and creates a description of the event and chooses the terms used to describe it. These terms, expanded with the help of semantic databases are utilised in promoting the event into different media, social media and event services and search engines. **The system creates a hashtag to be used in social media** to link posts about the together. It would also be possible to add some photos to share. Liisa does not have any photos yet, but she searches the

linked media database for information about the poets and offers those links to encourage active bloggers to write about the town, its poets and this new event.

Liisa is happy with the event description and the material she found in the media archive. She accepts the event presentation with all the metadata. She makes the information public for all users in the EventServe, and confirms that the information can be shared to all channels that are willing to do that.

Liisa also notices that **the system has created a checklist with a time table to support pre-organisation of the event**. The system has created a list of tasks Liisa needs to organize beforehand. These include hints of how to organize a press conference, and there are even good video clips that help in preparing a successful press conference. She stores the list and time table into her calendar.

5.2.2 Use case 2: Marketing a unique event with short duration

Wille runs a venue that is famous for offering very varied shows and events. The events do not typically draw large masses but there are very keen fans for the different genres and events, enough to fill the space if the information reaches the right people.

Now Wille is worried about marketing a brief theatre group visit from England. There are only 4 shows so it is crucial to make good promotion beforehand and get the word out after the first show to sell all the seats in the remaining shows. Wille's venue has a membership scheme, but there is too little information about what people are really interested in and there is not information about how influential opinion leader people are in their networks, so it is not a very effective marketing channel.

He logs into EventServe and **asks to get a list of bloggers and other social media actives who are interested in this genre and who are available to make a commentary of the play immediately after the first show**. The service generates the list of candidates by utilising the connections that can be created for the coming theatre group with the help of information in semantic databases and gathered from various event and rating services and playlists, and matches this to the descriptions of available bloggers.

EventServe also has contact information of associations that are connected with this genre. EventServe service provides has been encouraging associations to put their profile into the EventServe. The associations benefit from this by getting timely information about events that relate to their activity areas, and EventServe benefits from this by have direct contact to associations and their members who are active and eager to participate in various kinds of events.

Wille sees that there are four persons available and after checking quickly their earlier work and reputation points commissions all four to make a review of the play. He also submits promotional material into the database for these and other people to use in connection to blogging and making status updates. The

promotional material includes photos as well as a video clip and audio file. Wille also orders the EventServe to gather and display reviews on their site, so that when the event is recommended, also fresh reviews of it are shown. Wille also finds several associations that have a connection to the theme of the play, so he also submits a request to EventServe to pass information about the play to these associations and their members.

5.2.3 Use case 3: Planning an event with strict theme and guidelines

Aliisa loves the event she has been creating in the local town. The vision is to make the event a harmonic experience with all the elements supporting the central theme. This means that not any kind of activity and company is welcomed to the event. Yet, there is pressure to grow the event and make it financially stronger. Also, there should be something new every year so that people would come also for the second and third time.

Aliisa has decided to use EventServe to find new partners and program to renew the event. She uses two different features in the service for that. **In the service provider section it is possible to ask various service providers or professionals to offer their services and Aliisa creates an advertisement there.** She describes the event and what the event organisers expect of potential service providers. There are two options of making offers or proposals: open and closed. **The closed proposal is visible only to Alisa's association; open proposals are open to all service providers** and professional members of EventServe so that small operators may co-operation with each others and openly develop their service offering. Aliisa hopes to get new good ideas from other companies and professionals.

Aliisa also wants to hear what ordinary people would expect to see in the event. **She creates a co-development competition to hear what ideas and expectations people have regarding this kind of event.** The competition is openly announced at the EventServe site, but there is information at the EventServe service about people who are interested in this particular theme and who also are active event visitors, so a special invitation is sent to this kind of people to make sure that they notice the competition. Aliisa hopes to get one or two ideas from this competition to realise in the next event. The competition itself works also as an advertisement for the event and raises interest among potential visitors. Aliisa also hopes that the competition is the first step in creating a permanent community relating to the event and its theme.

5.2.4 Use case 4: Encouraging group and return visits

Johan manages a big venue which needs to attract large audiences. The venue is well known and there are many people who find it their own and visit repeatedly, but there is also need to get even wider audiences to come. Johan believes that there is potential to get families to come to the event together. Johan also thinks that it should be possible to sell more memorabilia at the site. In addition, Johan

thinks the media could be interested in the events, if they knew it in time. Johan thinks that EventServe can be helpful in addressing all these issues.

There are different kinds of ticket schemes already but Johan wants to add a new type that gives a discount for families when they buy the ticket online some days before the event. He also wants to give discount on future tickets based on the memorabilia purchases on the site. Johan defines the rules and reduction rate for the new family ticket and for the reduction scheme he specifies how items sales are taken into account in the prices of future tickets. Johan also announces to service providers of the availability new sales booths and specifies that these sales booths should offer items that are addressed to women and young families.

As Johan creates the event in EventServe, **he ticks the medias (magazines, radio, tv channels etc.) which might be interested in the event**. Whenever a journalist logs in the EventServe, he can see the latest entries that are proposed for his or her media and genre, and decide which of them he will work on if any.

5.2.5 Use case 5: EventServe from a service provider point of view

Heidi is a journalist, who works for a decoration magazine. She wants to find ideas for articles and also some extra work via the EventServe. She logs into the EventServe and creates her own profile, in which she describes her interest areas. She goes through the events in her interest area and makes offers for writing news articles about events she finds interesting. She also searches new ideas for articles she is writing for the decoration magazine. She finds an interesting big event and contacts the organizer via Event Serve to find out more about the event.

After some few days Heidi logs again into the EventServe and finds out that one of her offers have been approved. It is a small event, which needs help with press releases. She contacts the organizer and sets up meeting.

Heidi has written a press release for the small event organizer. She uploads it into EventServe and ticks the media channels and genres that the event organizer has chosen. EventServe notifies the journalists of the chosen media channels and genres about the new press release. Heidi also fills in the basic information of this small event, and EventServe pushes this information to all event calendars.

5.3 Event Calendar: Desired ICT Functionalities in The Ecosystem

The process described above is supported by various enablers. In this section we focus on the ICT enablers (tools). The change from the present system of ICT tools to improved tools follows the following steps:
1. Describe the desired functionalities on ecosystem level (target: ideal solution)
2. Map available and proposed ICT components to the ideal solution
3. Select components and agree on "to be" solution with ICT providers
4. Implement "to be" solution

5. Continuously improve components in collaboration with ICT providers

In the following, we outline the results of step 1.

5.3.1 General Functionalities

The following functionalities are relevant in general, for most ICT tools mentioned in this section 5.3:
1. print support
2. allowing only unambiguous, correct and all-inclusive data/data sets
3. large volumes support
4. user-friendly on all levels (Basic through to Administrator levels)
5. federative; sync-friendly, feed-friendly
6. relevant and end-user friendly

5.3.2 Functionalities per Actor

Within the EvenemaX ecosystem, the following functionalities are desired (listed in order of the work flow in the value chain, additionally to the database(s) as such):
1. Customer/event provider relation management (CRM) and volume handling
2. Database interfaces: basic, advanced and for administrators
3. Micropayment support
4. Semantics support
5. Feed handling (input and output)
6. Synchronisation
7. Remote/local handling of data batches
8. Print export
9. Content management system (CMS)
10. Geo relevance support
11. Search
12. Diffusion (see section 5.1 for details)

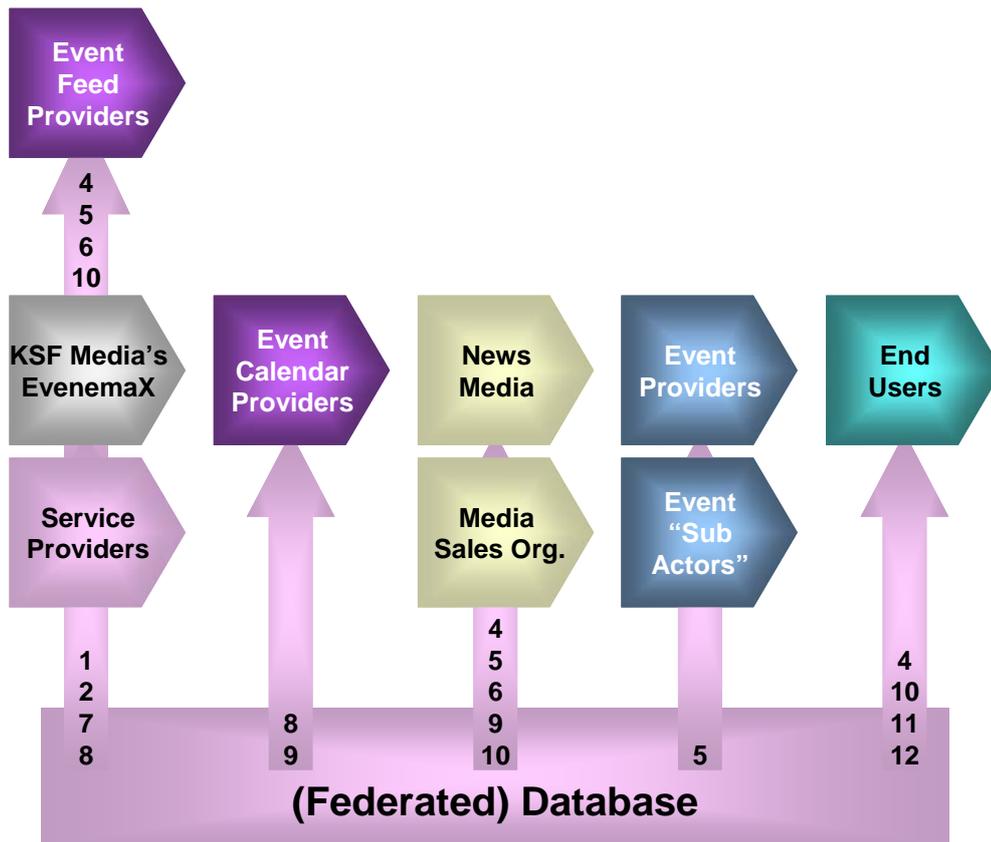An overview of the functionalities mapped to the various value chain actors, is shown in figure 4.

Fig. 4: Desired functionalities in the EvenemaX value chain

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6 Conclusions

This document has laid first foundations for event ecosystem and is expected to evolve as the analysis of other stakeholders of the ecosystem continues in the Next Media project in 2011.

Interviews carried out so far indicate that social media serves as a viable marketing channel for both commercial and non-commercial event organizers and complements more traditional media advertising. This in turn validates the prototype development direction current underway in Event management case of the Next Media project where a white label software element is being developed that provides word-of-mouth marketing aspects for events in both Facebook and mobile environments and is going to address event organizers' needs in Q4/2010 timeframe of the project.

Regarding roles and processes in the ecosystem, the 2011 focus should be on interfaces of professional event related processes, and their actors (incl. ticket providers), in the overall ecosystem. The view point changes from event organiser, event management platform provider (2010) and end user to overall ecosystem (the complete value network).

An international benchmark of such ecosystems will add to the overall excellence of the model. The analysis will cover domestic and international event related businesses, involving a predefined list of success criteria. These will allow to establish lessons learnt from both successful and failed event related businesses.

A particular in-depth analysis shall be devoted to possible public/private sector cooperation related to events.