Internal Corporate Events - A tool for corporations to communicate to and motivate their employees

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ABSTRACT

The meeting industry forms a major element of the tourism industry. Furthermore, rapid developments point to the industry being more significant today than ever before. Conventions, exhibitions, fairs, congresses, conferences, and events are all constituents of this industry. Corporate events are important for corporate marketing, internally and externally, and corporations implement events as strategies for many reasons. Internal Corporate Events (ICE), such as company conferences, kick-offs, Christmas parties and incentive trips, are strategic corporate approaches to increase employee motivation and performance and to communicate to their employees.

The main purpose of this thesis is to investigate the overall perspective on ICE, to describe its practice in corporations, to analyse its role as a communicational and motivational tool within corporations, and to recommend and discuss the possibility of evaluating ICE. The fieldwork research was undertaken with interviews and questionnaire surveys in Sweden of corporations that use ICE, of event companies and of industry organisations. The findings indicate that the event market in Sweden is successful and that ICE are a valuable tool to motivate, educate and strengthen employee relationships within companies and to communicate to the employees. Hence further research and emphasis in this area would be recommended.

Keywords: Meetings, Corporate Events, Internal Corporate Events, Incentives, Communication, Employee Motivation, Evaluation.
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Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.
CHAPTER 1: INTRODUCTION

This chapter is designed to give the reader an introductory background to the main subject area of events, some subordinate areas, along with the structure of the essay. First, the subjects are briefly presented after which definitions of the areas are given, followed by the problem background and problem definitions. Next, the purpose and the objectives of this research are explained. The chapter ends with an outline of this thesis, to describe its composition for the reader.

1.1 RESEARCH BACKGROUND
1.1.1 Subject Presentation
The meeting industry, one of the core constituents of the travel and tourism industry, is regarded by many as the most prominent area of growth and expansion in tourism (Carlberg, 2005, c; Karlsson, 2005, a; Hoffer, 2005, d; Petersén, 2005), which is the background to the subject area investigated in this thesis. The meeting industry is vastly developed and diverse; meetings come in different shapes and forms, which undertake different names. To mention a few of these types of meeting appearances, there are meetings, conventions, conferences, congresses, events, summits, get-togethers, reunions, incentive programs and educational programs, which all incorporate different layouts and purposes. Corporations are increasingly integrating meetings for a range of purposes, out of which some has become known as events. These may be arranged for the purpose of being a marketing tool to communicate different messages to their customers; some may be created for recreational purposes, and some with the purpose of educating and communicating to the employees.

This research investigates the area of Internal Corporate Events, ICEs, with emphasis on corporations’ internal focus on their employees with events as activities such as Christmas parties, kick-offs, corporate conferences, informational and educational meetings, and motivational activities, to mention a few. The main focus attends to Internal Corporate Events as a motivational activity for the employees and also with the purpose of Internal Corporate Events as a useful approach for corporations to communicate to its employees.

1.1.2 Subject Backgrounds
One definition of an event describes a planned and organised occasion, which may be a social gathering or even a game of sports (Sinclair, et al., 1995). For a long time, an event has been seen as something fun, although the view of events seem to change in a general context, to be more of a result oriented or relations creating activity. Getz (2004) defines events as being temporary occurrences that are either unplanned or planned, the latter of which has a fixed time and
duration. Thus, events can conclusively be defined as a planned or unplanned get-together with one or more purposes and also for a particular time period.

Corporate events has grown tremendously and become a significant element in the business world today. For example, when searching for corporate events on the Internet, the findings seem endless. One definition of corporate events, given by Getz (2004), describes events as activities organised and created by or for a corporation with the aim to be a part of that corporation’s marketing or other managerial function. O’Toole and Mikolaitis (2002, pp. ix) referred to the definition given by the Wiley International Dictionary of Event Management as:

“An event sponsored by a corporation for the purpose of achieving specific goals and objectives such as entertaining customers, introducing and promoting new products or services, or providing incentives or training for employees, as well as other activities.”

Corporate events can consequently be described as activities arranged by corporations, with specific purposes in mind, for either customers, suppliers or other stakeholders, or for their own employees. These activities, furthermore, have goals as to, for example, be fun occasions, motivational, or educational in transmitting information to delegates. Corporate event management is, by some, regarded as fairly young, although it progresses rapidly and has an increasing importance for corporations and organisations in most industries today. Corporate event managers work with several departments, most often being the human resources department, the marketing department, the communications department (O’Toole and Mikolaitis, 2002). Working together with several departments entail cooperation and communication them in-between. These are further likely to arrange internal events for their employees respectively. Hence, internal corporate events regard the sharing of messages in-between departments and to all employees of a corporation, which will be investigated in this thesis.

These definitions evidently illustrate the numerous characteristics of corporate events and the referrals to the areas in which it is incorporated. Most frequently, events tend to concentrate on activities and experiences aimed at customers. However, it is arguably of equal importance to attend to the own employees to generate a fundamental position for the own operation with a superior corporate culture, efficient communication and satiated and happy employees.

“Communication is one of the most important tools in a businessperson’s arsenal – it is the means by which all organisational activity is managed.”

(Rasberry & Lindsay, 1994; pp. ix.)
This statement displays an understanding of the value of communication in the business world today. The ability to master communication is essential for managers today. Corporate events are, by researchers, lecturers, event organisers and corporate heads, regarded as a growing field and a valuable business strategy for companies in their focus to market and communicate to other companies, customers, and their own employees. In order to create a high quality exchange of information throughout the business operation, managers need to adapt various skills, which are furthermore also important to recognise, address and develop in all employees. Hence, communication strategies need to be carefully recognised and developed both in managers and in all employees.

Changes in society, in businesses and such, all affect people in general. Corporations therefore need to change their traditional ways of motivating their employees and adjust these to meet the new desires of the employees. Not only do people respond differently to different motivational factors, but what motivates a newer generation of employees is quite different from what motivates the generation prior to them (Amar, 2004). Money and recognition are not the primary motivating factors that may stimulate employees (Bassett-Jones and Lloyd, 2005). Therefore, corporations need to recognise that employee needs differ and also to consider the responsibility to apply different motivational practices to meet these diverse needs.

1.2  PROBLEM STATEMENT
1.2.1  The Problem Area & Discussion
The terminology within the event industry offers a number of definitions that may seem a bit confusing. Therefore, clarification and explanation of these definitions will be given, as a foundation to this thesis and also with the aim to increase the general understanding of the terminology within this industry.

Corporate events designed for employees have previously been referred to as corporate special events (Sadiq and Åkerlind, 2003). In this thesis, however, a corporate event organised for corporate employees will be referred to as an Internal Corporate Event, and from now on also abbreviated ICE. It is a term that will encase an array of activities organised by the corporation for and with participants from their employees for a specific purpose. The internal areas are addressing all departments within one corporate site, and it furthermore stretches out into the international branches of that same corporation.

An ICE arguably plays a significant role for corporations in relation to their well being and ability to be successful and competitive. Hence, there is an underlying pressure on event organisers to successfully design the events with purposes to reach outcomes such as happy employees that feel recognised and privileged,
that have been educated, and that are now increasingly motivated to continue to bring the company towards future success. Communication is a critical element of corporate strategic processes, and it is important to highlight that communication may assist in creating successful internal corporate events.

This thesis aims to investigate the importance of ICEs as a communication tool. ICEs arguably have several aims, of which some may be to educate the employees, to increase their motivation and pride for their company, and also to create a strong company image by communicating the importance of brand recognition and quality. The problem area that is to be investigated is how significant an ICE is for corporations and to what extent these can assist as a communicational and motivational tool between corporations and employees.

1.2.2 Underlying Research Questions
The inspiration for this research originated from the author’s interest in the meeting and event industry. This was further encouraged by education in the subjects of Event Management, Project Management, Human Resources Management, Marketing Communications, Services Marketing and Global Marketing, and from previous employments and personal experiences in the areas of corporate communication, the meeting industry, and the event industry.

There are multiple objectives with this thesis, around which a few research problems were established. Is it possible to clarify definitions and terminology that are related to the industry, and especially concerning events and ICEs? There seem to be some confusion around these areas, and clarification of these may not only elucidate for readers of this thesis but also for further use of the terminology in the industry. Subsequently, an analysis of the present situation of meetings, events and ICEs is given, including emphasis on future developments. How important is an ICE for corporations, and will an ICE be an important strategy for corporations and their future success? Next, the planning and evaluation of events are investigated. How much consideration should be given to the planning of events, how significant are evaluations, and to what extent are they actually applied? Finally, the purpose is to analyse what role an ICE play in regards to communicating to and motivating corporate employees. Can an ICE actually be considered as an appropriate tool for when communicating and motivating the employees of a corporation? All these areas will be investigated; however the main research question is formulated accordingly:

What role do Internal Corporate Events play for corporations when communicating to and motivating their employees?
1.2.3 Research Objectives
Increased competition drives many corporations towards new strategies in order to gain a competitive advantage in their field of business, and also to retain and meet the needs of their employees. Motivating employees and keeping them in high spirits can be achieved in many ways, for example by using incentives, motivational strategies, arranging festivities or events or by increasing their pay. Making modifications within the corporate culture by focusing on the employees may move a company towards a more prosperous future.

Therefore, this thesis aims to describe the areas of Internal Corporate Events, communication within the corporation, and motivation of the employees. Further, corporations’ and event industry organisations’ views of these subject areas are presented in order to analyse these in association to literature and to compare them with each other. Here, the intention is to analyse the role ICE have in relation to communication and motivation. Finally, recommendations of these subjects will be given, along with suggestions of what to consider when planning for and evaluating internal corporate events within corporations and organisations. Hence, the main objectives of this thesis are:

- To clarify and describe definitions and to explain important terminologies related to events and ICE.
- To describe the present situation and identify future trends of meetings, events and ICE.
- To describe views and strategies of corporations and event organisers in regards to planning and evaluation of ICE.
- To analyse the role that an ICE plays in regards to communication.
- To analyse the role that an ICE plays in regards to motivating employees.

1.3 THE CONFIGURATION OF THIS THESIS
In order to facilitate for readers of this report, a clarification will henceforth assist in delineating the formation of this thesis. The chapters are therefore outlined as follows. The key objective with the first chapter, which hopefully is evident at this point, was to establish an overall understanding of the chosen subject for this report, and to explain the problem areas and objectives pertaining to this research. The next chapter, chapter two, concentrates on the methodology of the study, with emphasis on the needed information, research methods, sampling, gathering of the data, and the processing of the data in association with the topic. Chapter three is designed to present a theoretical framework so that the reader is provided with a fundamental knowledge in relation to the topic areas, with the intention of establishing a foundation before moving on to the analysis and conclusion of this research. The fourth chapter is devoted to the findings of the research, to evaluate the empirical results from the
questionnaire surveys and the interviews with individuals from the industry. Primarily, this chapter aims to describe the practice and present views of ICE in corporations. Chapter five aims to analyse the findings from the research and to go over the key areas of interest of this research, in particular in regards to the role that ICE plays for corporations. Finally, chapter six summarises the research consisting of the results of this study, in the form of a conclusion, and presents recommendations for corporations, event organisers, and event industry organisations for future research within this subject area. An additional outline of the overall thesis structure can be found in Appendix A.

To sum up, the main subject area of this thesis addresses Internal Corporate Events, ICES. In addition, since it is highly significant for corporations to address their focus on their employees today, the attention will further be given to the two areas of communicating to employees and motivating employees. The attention will be given to subject area explanations and definitions of terminology. Furthermore, the present and future situation of events and corporations’ views of the relationships with employees will be investigated. Evaluating and planning events are two other areas that will be given some attention. However, primarily, the key focus of this thesis will be given to Internal Corporate Events and their role and influence in regards to communicating to and motivating the employees of a corporation.
CHAPTER 2: METHODOLOGY

The following chapter means to explain the parameters of how the research was conducted, meaning describing the methodology used when undertaking this study. A description is given of what information is needed followed by the formulation of the research problem. The research approach and design are explained, followed by the actual strategy of the information collection, and a presentation of the target individuals is given. Hence, this chapter encompass the process through which this research was performed.

2.1 INFORMATION RESEARCH BACKGROUND

2.1.1 Specification of Information needed and data sources used
In order to find relevant information for this thesis, information from the actual industry, apart from literature, was recognised as highly appropriate. Hence, the choice was made to not only rely on facts from literature and journal articles, but also to carry out interviews with individuals from corporations that are using internal corporate events, and of professional event organisers daily incorporated in the event industry. In addition, facts and up to date information was collected from industry reports and contact with industry organisations.

2.1.2 Formulation of the Research Problem
The problem area of this thesis was, as stated earlier, to observe Internal Corporate Events, ICEs, whether those can contribute to corporations as useful communication tools towards employees, and to identify if an ICE can assist in increasing employee motivation. Hence, the main problem question reads:

What role do Internal Corporate Events play for corporations when communicating to and motivating their employees?

Employees arguably make the nucleus of any corporation, and corporate success depends on the activities of its employees. If the employees are not encouraged, educated, happy and motivated, how successful will the corporation actually be in the long run? Hence, there is a need to investigate the importance of ICEs from a corporate perspective, as a tool to increase motivation with the employees and also as a communication tool throughout the operation. In addition, overall, there has been a general increase in the attention of evaluating the effects of events. Consideration was given to the general view of evaluating events, addressing considerations and strategies on how to perform evaluations.
2.2 RESEARCH APPROACH

2.2.1 Research Method – Qualitative & Quantitative Method

Methods to collect information and data lie in the heart of any research. Qualitative research methods refer to studies in exploratory designs to gain initial understanding of decision problems and opportunities (Hair, Bush and Ortinau, 2003). Quantitative research methods are often associated with experiments or surveys, implementing formalised questions, responses in questionnaires and other administered surveys of many of respondents (ibid.).

To establish a reasonably profound background for this thesis, and meet the research objectives, a qualitative research method was used, with the aim to explore the area of ICEs along with its effects on corporate operations and its employees. According to Hair et al. (2003), qualitative research commonly focus on the gathering of detailed forms of primary data from fairly small samples of subjects by asking questions and/or observing behaviour. In this case, the ambition was to assemble primary information from a relatively small sample of interviews and questionnaire surveys. Qualitative methodology allows the researcher access to descriptive data, meaning allowing people to give their own written and/or spoken words and also observable behaviour (Taylor and Bogdan, 1998). This was appropriate for this research since feedback and opinions from individuals in the industry are exceptionally valuable in order to map out the present situation of the current situation of corporate events.

2.2.2 Research Design

The research design means to illustrate the methods and procedures used for collecting and analysing the information needed for the research (Hair, et al., 2003). Hair, Bush and Ortinau (2003) cite three different research designs, Exploratory, Descriptive, and Causal. Exploratory research designs aim to collect secondary or primary information and then to interpret them; descriptive research designs use more scientific procedures to collect raw data and to interpret them and create structures that will describe characteristics of a defined target population; and finally, causal research designs collect raw information and allows the researcher to create a cause-and-effect relationship between a few market variables (ibid.). This thesis implements an exploratory research design by collecting secondary data from literature and journal articles and primary data from interviews and questionnaire surveys. A descriptive research design was also used by executing interviews and questionnaire surveys, the latter to describe attitudes, intentions, preferences and evaluations of the interviewees.

2.2.3 Primary & Secondary Information Sources

Data for this research was collected from two types of sources, primary and secondary. Primary data represent information that have been purposely brought
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2.3 SAMPLING METHODS
2.3.1 Sampling
Research sampling is a complex area; however, selecting an appropriate sample is central to the success and reliability of a research. The target for this research was chosen from a non-probability sampling technique and the sampling design is judgement sampling. According to Hair, Bush and Ortinau (2003), this sampling procedure is a method where participants are chosen in conjunction with an experienced individual’s belief that these will fit the requirements of the study. This method considers a sampling process where the probability of selecting each unit is unknown, so, it is not possible to accurately know of any potential sampling errors (ibid.). Hence, the researcher holds underlying assumptions that the interviewees of this study were appropriate representatives that would give accurate and constructive information for this research. This study aims to explore a relatively new research area, where a judgement sampling is appropriate as an initiating process out of which to derive appropriate information. In case further research on the same topic is to be undertaken, perhaps another sampling technique may be appropriate.

Non-probability sampling, when the items are purposively chosen, exist in different forms; like quota sampling, convenience sampling, and snowball sampling (Clark, Riley, Wilkie, and Wood, 1998). In this case, a convenience sampling technique was used, where the targeted sample is chosen due to the sharing of a common core characteristic (ibid.). A selection was made of companies that were known to arrange internal events; event companies were contacted due to their expertise in the area of events, as with the event industry organisations. Convenience sampling is often chosen in cases when the research objectives are mainly qualitative and the focus is on the elaboration of
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theoretical concepts (ibid.). For this reason, the selection of the respondents for this research was based on the common characteristic of their professional experiences and their implementation of internal events in their operation.

2.3.2 Choosing a Sample
Deciding the sample and the number of individuals to contact is a difficult task. It is arguably impossible to determine the ideal number for any research. When considering an appropriate sampling size, there is often a misunderstanding that a larger population require a larger sample in order to generate a more accurate result (Hair, et al., 2003). Hence, in most cases the population does not have a significant impact on the actual sample size estimations.

The choice of potential targets was based on personal experiences, research, and advice from individuals in the industry. The respondents were recruited per telephone where a decision was made whether to hold a personal interview with them or to have them reply to the questionnaire surveys by themselves. Next, a questionnaire form was emailed to the agreed participants in the research. In this case, contacts with 27 individuals from the entire sample were initially made, out of which 10 gave fruitful outcomes and responses. The results are, according to Taylor and Bogdan (1998), not about the number of individuals participating in the survey, but instead of the contribution of each participant that will assist the researcher in the development of theoretical insights into the area of investigation. Consequently, qualitative research is not about the numbers of participants in the survey but of finding out the deepest thoughts and underlying ideas about the research subject. In addition, this study does not aim to make generalisations from this population, but instead to be an initiating analysis of this topic to awaken further interest and to promote attention for the importance of this subject area of events. Hence, the sample size of 10 here is regarded as relatively low for a study with the aim to generalise; however, for an exploratory approach it was regarded as a satisfactory number as an initial study.

2.3.3 Participants in the Study
For this research, contacts were made with companies in Sweden, mainly in Gothenburg and Stockholm. The sample was selected based on the criteria of being A) an Event Company that organise events professionally; B) an Event Industry Organisation with the professional expertise of events; and C) from Corporations that use ICEs in their operation.

A) The Event Companies: Operating nationally and/or internationally with about 2 to 45 employees.
B) Event Industry Organisations: Operating nationally. With about 20 to 40 employees.
C) Corporations using ICE: Operating nationally and/or internationally with about 25 to 2500 employees.
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Event Companies were chosen because of their up to date insight and expertise in the field of events. Some corporations were selected in order to investigate the actual use of internal events, and to analyse their views and procedures of these events. The Event Industry Organisations were regarded as being able to provide with useful information in the areas of meetings and events, which was the main reason why they were selected. Furthermore, some of the contacts provided the researcher with advice on other professionals to contact. Some of the contacts chose to be anonymous, and therefore, only some of the names of interviewees and contacts, along with their company names, are cited in this report.

2.4 DATA COLLECTION METHOD
2.4.1 In-depth Interviews & Questionnaire Surveys
As a qualitative data collection method, in-depth interviews are highly flexible, an advantage since it allows the possibility for the interviewer to collect information from the subject’s attitudes and behaviour patterns, i.e. information regarding attitudes, motivations, feelings, and opinions (Hair, et al., 2003). In addition, the setting and the question formulation allows the researcher access to detailed data (ibid.). This seemed appropriate for this thesis, since this method allowed for access to up-to-date information and personal comments from professionals in the industry. This is confirmed by Clark, Riley, Wilkie, and Wood (1998) stating that interviews allow for extra comments or observations, assisting the researcher to identify values and attitudes. Clark, et al. (1998) view the interview strategy as an appropriate method for when seeking insights into how individuals or groups think about a specific subject. During in-depth interviews, an interviewer can ask structured questions to someone in a face-to-face setting (Hair, et al., 2003). This setting allows for more personal comments as well as possibilities for the researcher to clarify what is asked at the same time as it allows for explanations in case of misunderstandings, for example.

Observations and interviewing is important for exploratory research. Interviewing approaches may take a variety of forms in structure and implementation. Hair et al. (2003) mentions protocol interviews, experience surveys, projective interviewing techniques, in-depth interviews, and focus groups. In-depth interviews are formalised processes where an interviewer asks structured questions to an individual in a face-to-face setting (ibid.).

Interviews and questionnaire surveys were conducted with three types of corporations or organisations, as stated, and therefore, the decision was made to create the survey questions with two different angles in mind; one towards corporations that use ICEs in their operations, and the other towards event companies and event industry organisations to gain information from their
professional view of the industry, yet, overall, the questions in the two different questionnaires were designed in a relatively similar way. The motivation behind the questions was to ascertain fundamental information about the corporate event industry, from the event organisers’ and from the interviewed companies’ point of view. The questions addressed their view of the current situation of the meeting and event industry and also their views of future trends. The questionnaires further focused on the areas of communication and motivation, investigating the view and importance of this area and the implementation and effects on the employees. All questions used for the interviews and the questionnaire surveys are assembled together in Appendix B.

2.4.2 Conducting the Fieldwork
Due to geographical distances and time constraints, some respondents chose to complete the questionnaires themselves and returning them to the researcher after completion, either by email or post. However, in some cases, a telephone conversation or additional email contact completed the research in order to ascertain that no significant information was left out, and also to allow the interviewee to personally comment to the research study.

5 personal interviews were held at the office of the interviewees respectively, and they took about 60 minutes each, and performed by the author alone. The interviewees had received a questionnaire survey in advance per email in order to get familiar with the questions prior to the interview. Most respondents had, prior to the interview, already answered most questions, thus attention could be given to the more in-depth discussion questions of the survey as well as additional conversation and input in relation to the study. All in all, 5 interviews were held and answers to a total of 10 questionnaire surveys were returned.

2.5 DATA PROCESSING
During the interviews, aside from the responses in the questionnaires, additional notes were taken to assist as complementary information when analysing the answers of the respondents. Similar procedures were undertaken during the telephone interviews. In the questionnaire surveys that were returned via email, some individuals simply answered the questions in the survey, and some included additional information and advice for further readings. Additional information in the form of brochures about the companies and their operations has also been referred to in some cases. After the interviews were completed, and the questionnaires filled out and returned to the researcher, the information was assembled together and organised into what is now Chapter 4. This information was processed to facilitate the analyses and investigations of the results. The responses and results, along with its related question, were grouped together into the 5 main study areas that were previously stated in Chapter 1.
2.6 RESEARCH LIMITATIONS

2.6.1 Errors
In all likelihood, there is always a chance of errors affecting the data collection process of a survey. Out of all the questionnaires that were sent out, it is not reasonable to expect them all back. The case may be that not all questionnaires are returned, and out of those that are, some may not be filled out completely; i.e. the respondent may have for some reason skipped a few questions. In this case, out of 27 numbers of initial contacts, to which surveys were sent, 10 of them came back, either after holding an interview or simply by a returned and completed questionnaire. In most cases, reasons as to why some did not return the survey were most often explained by lack of time or being too busy at work.

2.6.2 Validity and Reliability
Arguably, a researcher should know how to answer questions about reliability and validity in order to reach credibility of the research. According to Clark, et al. (1998), any attitude research method should consider validity and reliability. Reliability, they explain, regards the replication or ability to repeat or reproduce results, and validity addresses the ability to actually measure what is stated to be measured or evaluated (Poynter, 1993, and Clark, et al., 1998), meaning considering the actual application of the research questions. Validity further addresses the concern of whether the sample is representative of what is measured or not (Poynter, 1993). Validity is fulfilled when credibility has been met in answering the research questions through the objectives and research methods stated, when a theoretical background is presented, when the findings are analysed, and when results are interpreted and presented in a conclusive summary. In this case, validity was considered as having been fulfilled.

The reliability of a research depends on the extent to which the sample responded truthfully to the survey questions. There is no reason to believe that the respondents did not answer truthfully, however, there are circumstances that may have had implications to their responses. If the respondents were stressed when completing the survey, this may influence their responses, which also goes with their interest in the research topics and if the respondents are disturbed and lose their attention while answering. In addition, consideration must be given to the fact that only a total of 10 questionnaire surveys were completed, which may be regarded as insufficient for representative research accuracy. Nevertheless, this study is based on a qualitative approach rather than on qualitative data, which means that the reliability primarily lies in the consistency between the results and the collected data. Hence, this study seeks to explore this research area of internal corporate events, and not really to make any specific generalisations.
CHAPTER 3: THEORETICAL FRAMEWORK

The theoretical framework is designed to give a more in depth presentation of the subject areas in order to give the reader a background comprehension to the subjects. This section consists of six main parts that describe the areas of communication, corporate communication, employee motivation, the meeting industry, events, and internal corporate events.

3.1 CHAPTER INTRODUCTION
Communication is incorporated in our daily personal lives and arguably in most business situations. Businesses use communication in order to share corporate information to their customers, clients and other stakeholders. Information also flows between different corporate departments, meaning among employees, which are most likely the core of every corporation, and hence perhaps the most important individuals on which to aim attention and communication. Hence, disseminating information by successfully communicating in-between employees and corporate departments is likely to be an important element for future business success as well as to generate highly motivated employees.

The tourism industry is greatly dominated by the meeting industry. Several corporations in various industries frequently integrate meetings into their daily operations. These meetings can range from an hourly lunch between two colleagues up to Mega-meetings of thousands of delegates. All these meetings have different purposes and goals, although they most likely have one thing in common, which is the sharing of information in-between the meeting delegates. As stated, and explained later, meetings can take a number of various shapes and forms, out of some are conferences, congresses, fairs, board meetings, kick-offs, and events. Events are increasingly being developed and incorporated into the everyday business life, and can appear in different structures and appearances.

This thesis emphasise the area of Internal Corporate Events, meaning events directed towards the employees, and also the elements of communication and motivating employees, all with significant meaning for corporations. Employees add up to a great expense for corporations in terms of salaries, which is one reason for corporations to take good care of them. As valuable corporate resources, it is essential to ensure they are properly informed and highly motivated. Internal corporate events can be used as an incentive to motivate the employees, and also for the corporation to communicate to its employees.

This research concentrates on two main subject areas, Internal Corporate Events, ICES, and the area of communicating and motivating employees within corporations. Hence, one area focuses on the theoretical concepts of
communication, corporate communication and employee motivation, and the other area addresses the meeting and event industry. The topic areas will be studied from a perspective according to the model below. As illustrated, there are several significant sub areas that are incorporated in the main subject areas. As explained earlier, the purpose is to analyse whether ICE can be a useful approach for corporations when communicating to and motivating employees.

**Figure 1: Chapter Three Overview.**

### 3.2 COMMUNICATION

“Communication is the process by which information is exchanged between individuals through a common system of symbols, signs, or behaviour.”

(Cleland, 1999; pp.391)

This definition describes communication to be an ongoing exchange of a message in-between two or more individuals. A similar definition, by Rasberry and Lindsay (1994), explains communication to be a process of sorting, selecting, forming, and transmitting symbols between individuals with the purpose of creating meaning. Communication can also be seen as the system or the process that is used to communicate or broadcast information (Sinclair et al., 1995). As can be seen, communication is commonly perceived as a process, an ongoing and active procedure between two or more individuals, and also that they exchange or share some kind of information, such as symbols and signs, for a specific purpose.

“Communication is a multifaceted phenomenon used by people to make thoughts, feelings, and needs known to others.”

(Vallen & Abbey, 1987; pp 148)
When studying several definitions, one may conclude a few common characteristics that indicate that communication is used by people when they want to share and express emotions, ideas, and opinions with others. Communication is furthermore, according to O’Connor (1996), the way of sharing information. By sharing information, O’Connor means taking information from one individual and transferring it to another individual. To disseminate information is explained to represent the distribution of information for the purpose of it to reach many people or organisations (Sinclair et al., 1999). Hence, this definition explains the process of spreading facts in-between individuals in corporations or organisations. This “information” is commonly referred to as a “message”.

3.2.1 Why the use of Communication?

“Communication is the primary area of focus for understanding human interactions and learning methods of changing one’s own behaviour and influencing that of others.”

(Shani & Lau, 1996; p M8-12)

This means that people use communication in order to understand and share more knowledge about each other’s behaviour. The purpose of communication is to develop commonness between receiver and sender for a mutual understanding of a message. Therefore, the intention with having a conversation is the sharing and understanding of information between two or more people. The mobility in the society is increasing, according to Sturmark & Brandén (2001). Simply, we travel more, and more easily. Conclusively, communication exists in different ways all over the world and different methods have been developed to facilitate the ease of communication across the world.

3.2.2 Characterisation of Communication

Communication has the fundamental characteristics of being dynamic, irreversible, proactive, interactive and contextual (Rasberry and Lindsay, 1994). It is dynamic in the way that when one speaks to another person, there is an activity that involves ongoing behavioural changes; it is irreversible since once it is spoken it cannot be reversed; it is proactive since it involves the person(s); it is interactive given that it involves two or more parties; and finally, it is contextual because it is affected by the background and surrounding environment (ibid.).

When interacting with someone, there is a sharing of information. Likewise, communication is about the interaction between people for the purpose of exchanging information (ibid.). One can also say that communication is active, because of people’s commitment and engagement when exchanging information when speaking and when listening, and that communication is permanent, once
something is said, it cannot be unsaid, although the message can be altered or adjusted afterwards (ibid.). Communication can be affected by the personalities of the sender and receiver, for example, different backgrounds are likely to affect the interpretation of messages in different ways, which leads to that communication can easily be affected by the surrounding environment, like noise catching the attention of the listener or sender (ibid.). Communication can be summoned as being an active process of sharing information between individuals. Since communication is permanent, considerations should be made as to what is said, and furthermore, since communication is easily affected by surrounding environmental factors, these should also be carefully considered.

3.2.3 The Process of Communication
Communication is a process by which a message is moved from one to another, or others (Eckerstein, 2002). The process of communication includes a number of elements, namely a Source/Sender, encoding, a message, transmission, a channel, a receiver, decoding, interpretation, and feedback (Rasberry and Lindsay, 1994). These are further presented below.

**Source**  A stimulus creates a thought in person A’s mind, and also a desire to communicate this stimulus. The source initiates the message. The source encodes the meaning of the stimulus into a message, which is then transmitted to person B through a channel.

**Encoding**  The symbols, forms and sounds that person A determines to use to code the message.

**The message**  Includes everything that conveys a meaning to the receiver, i.e. the listener, which could include words, facial expressions, appearance, and vocal expressions.

**Transmission**  The sending of a message from person A to person B. The environment.

**Channel**  The means that is chosen by which the message is conveyed, for example by letter, telephone, email, or face-to-face.

**Receiver**  This is person B. The response of this person depends on his/her senses, needs, environmental factors, understanding, and knowledge. This response also provides feedback to person A. So, person B decoded the message sent by A and then encoded feedback to person A.

**Decoding**  The receiver determines the meaning of the message.

**Interpreting**  Knowledge, attitude, experience, culture, and social values all assist the receiver to give meaning to the message. Here, the response is formulated in B’s mind.

**Feedback**  The response from the receiver to the sender. This can also be a new stimulus for the sender.
As an example, the source could be the organisation, the message could be new product information, the channel could be an event, and the employees are the receivers. Hence, the organisation encodes a message about this new product information, they transmit this message through the event, and the employees receive this information, decode it and interpret it, and then give feedback back to the organisation.

3.2.4 Methods of Communication

Communication is seen not only as the message, but also the means by which the message is transferred. Examples of different and commonly used communication methods can be communication through body language, talking directly to people, talking on the telephone, writing a letter, fax or e-mail. There are three fundamental methods of communication, non-verbal, expressed by facial expressions and body language, verbal, expressed in speech, or written, by letter or an email (Vallen and Abbey, 1987; and Sinclair, et al., 1995). Circumstances and needs are likely to determine which method is more appropriate to use, however, the use of one does not exclude the use of the others; on the contrary, greater effectiveness can probably be achieved by reinforcing one method of communication with the other methods.

Non-verbal communication, often referred to as “body language”, includes our actions, gestures, and behaviours (Vallen & Abbey, 1987). A lot of communication is probably expressed with facial expressions, gestures, and even how we dress. As an example, through touch, one can easily communicate anger, trust, warmth, interest, and a variety of other emotions. Communicating through body language alone may not be enough to convey an entire message, on the other hand, communicating exclusively by words may not be enough either since gestures may be needed to complement the words for better understanding.
Rasberry & Lindsay (1994) suggests three major divisions of nonverbal communication; the *environmental*, the *social*, and the *physical* aspects. The environmental aspects of communication regards how people select, protect, and utilize territory to their advantage, like buildings and office spaces that may be designed, arranged, and painted with certain objectives in mind, as well as desk and seating arrangements to assist the degree of open or closed communication within offices (ibid.). People create space, between themselves and others, which correspond to the circumstances they encounter. People furthermore constantly send messages with their bodies, called the physical behaviour, exemplified by facial expressions, gestures, eye movements, voices, and touch (ibid.). In addition, clothing style, quality, and colour may convey messages of credibility and social status (ibid.). Therefore, not only the physical behaviour, but also the appearance of clothing and accessories of the person may convey messages to others. The exchange of physical, nonverbal messages, combined with environmental and social ones, is likely to send numerous messages between individuals during a day, and is therefore something of which we should be aware.

The term verbal is used when indicating that something is expressed in speech rather than in writing (Sinclair et al., 1995). *Verbal communication*, according to Vallen & Abbey (1987), is transmitted much more rapidly than the written word; moreover, face-to-face communication permits a high amount of feedback. Simply put, verbal communication is the exchange of a spoken message, which is seen to be a faster way of exchanging the information of a message. Furthermore, with direct contact between two, or more, people; it also allows for the possibility for easy and rapid exchange of information from the user back to the originator of the idea resulting in a solution.

### 3.2.5 Effective Communication

In order to be effective, the message must be understood in the same way by both the person sending it and the person receiving the message (Humphries, 1995). Therefore, there must be a comprehension of the message, by the sender and receiver, in order to achieve an effective communication. To determine whether there is mutual understanding of meaning, the sender should also receive feedback from the receiver (ibid.). Thus, to determine whether there was an understanding of the message sent, there must be a two-way communication. Understanding is demonstrated by the feedback, which can take the form of words, facial expressions, or gestures. Without feedback, the sender would probably never know whether he or she had communicated effectively.

Conclusively, for effective communication, there has to be a shared understanding of meaning, the sender must also receive some kind of feedback from the receiver. Effective communication can also be measured by looking at
the quality of the process of sharing information, the amount of time it takes for sharing that information, and the costs of it. As a result, the key to effective communication is to maintain an ongoing, uninterrupted transfer of the message in a relatively tranquil environment, and using an identical method of communication, for instance, in the same language, that includes feedback. In addition, effective communication should integrate both verbal and non-verbal messages, for example, involving a combination of speech and gestures.

3.3 CORPORATE COMMUNICATION

With increased globalisation, business activities are becoming more interdependent, and the individuals in these business environments are perceived as the essential carriers of knowledge and experience that can be moved freely between organisations (Borg, 1996). Thus, corporate employees are important for the organisation, especially in regards to the sharing of information. The circulation of information within corporations, i.e. organisational communication, is likely to be a fundamental element for operational harmony, but also a strategy that may assist in improving performance and efficiency towards corporate success.

According to Tuomi (1999), organisations are basically seen as information processors, and their success depend on their capabilities to process information. Arguably, information in numerous forms constantly travels through corporations and organisations, which is vital for the life of the operation. Additionally, the carriers of this information, and the interpreters, are the employees, who all need to be educated in how to successfully transfer information in-between themselves and departments.

“The communications activity of a large firm is not limited to the various manifestations of corporate advertising; it also entails a number of essential questions about strategic action, and about the unity and the diversity of the whole organisation.”

(Marion, 1998; pp. 660)

Corporate communication is cited to regard an organisation’s communication with their internal publics, or employees, and the external publics, meaning the customers, stakeholders, suppliers and public authorities (Marion, 1998).

3.3.1 Corporate Communication – why is it so important?

“Communication practices are among the most potent tools for improving organisational effectiveness.”

(Brownell, 2003; pp. 46)
With this, Brownell means that communication is an activity with great influence, since, by implementing learned ideas, one can receive large payoffs from small improvements in performance. Corporations and organisations are built up around strategies and processes in order to assist their day-to-day business environment. Among all these strategies, communication is particularly important, which is aimed to set out and convey a strategic vision of the firm, that also builds a representation of the firm which is shared by all its members, and which also defines the internal structure of the firm (Marion, 1998). Corporations communicate on a daily basis, in-between departments and towards their customers. Therefore, corporations should recognise their employees and their talents, they should try to develop stronger relationships, and ensure that communication flow in all directions of the corporation.

Most likely, corporate communication is critical for the success of corporations in any aspect of their operation, and may arguably also be the backbone to all life cycles and operational activities of a corporation. Without clear communication, there is room for confusion, misunderstandings, delays and uncertainty (O’Toole and Mikolaitis, 2002), which may have devastating consequences for a corporation’s business operations. It is therefore important to nurture the flow of communication within corporations, which may in most cases have small and possibly insignificant effects on the operations but it can also have devastating ones.

Intelligence dissemination is referred to, by Murgolo-Poore, Pitt, Berthon, and Prendegast (2003), as the process and the degree of exchange of market information within a given organisation. They focus on the sharing of market information, which is arguably one of the most common pieces of information to share within an organisation.

According to Ashkenas (1995), communication flows in four different ways; vertically between different levels and positions within the organisation, horizontally within departments, externally linking the organisation and its suppliers, customers, and authorities, and finally, geographically across borders, cultures, and markets. Accordingly, the employees not only communicate to each other within the organisation, but they also communicate out externally, to customers, suppliers, stakeholders and the public. Hence, they can arguably be regarded as ambassadors for the corporation or the organisation. Corporate communication is likely to primarily have the intention of sending out information to its employees in the organisation, which can include crossing geographical borders. However, most commonly, communication occurs horizontally within and between departments of an organisation, which aims to serve and co-ordinate people and departments so that they can reach the overall
organisational goals (Zeithamal, Berry, and Parasuraman, 1988). Therefore, communication flows up and down between different levels within the organisation, within the same level between departments and staff, to the outside for connections with other external groups of essential individuals, and finally, across geographical regions. And so, corporate communication is important to the employees, especially in regards to how they communicate. Not only do they need to communicate effectively but they should also use smart communication strategies.

3.3.2 Types of internal Corporate Communication strategies

All over the world, the technology of disseminating information and improve communication strategies has assisted corporations to diversify and improve their overall operational strategies (Santangelo, 2001). This technological change is proven to support companies to facilitate the corporate activities, not only at one office site but also across boundaries in an intra-firm network (ibid.). Network communication is arguably regarded as a useful means to share information across larger geographical areas.

Depending on the type of operation, size of corporation, type of product and area in which the business operate, as a few examples, corporations communicate differently, both in regards to external and internal communication. Company communication consists of a series of outputs, meaning images, messages and texts, and furthermore it is viewed as a process of information and interpersonal relations that are linked to the firm (Marion, 1998). Externally, corporations can communicate through press releases, annual reports, Internet, public and international relations, partnerships, sponsorships, advertising, events, trade shows and exhibitions to name a few (ibid.). Internal corporate communication consists of a number of different processes and strategies. Marion (1998) mentions examples such as documentation, translations, photographic and video archives, and printed or electronically transmitted news messages, news publications, memos, telephone, internal events and co-ordinated internal networks.
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

**Intranet**
Intranets have lately been regarded as a useful tool for organisations. Research by Murgolo-Poore, Pitt, Berthon, and Prendegast (2003) showed that an effective Intranet enhances the dissemination of information significantly within organisations. Intranets have demonstrated to be of outstanding collaboration, communication and change mechanisms within organisations, which can accomplish rapid transitions when the pace of change is critical. These internal networks assist in the communication and the collaboration and can furthermore be relatively inexpensive to develop, maintain and use (ibid.). Put simply, intranets combine the functionality of the Internet with the creation of closed, private networked communities. Hence, intranets make it possible for employees within an organisation to communicate effectively. In addition, intranets are regarded as a convenient, accurate and fast means of communication that overcome geographical and time boundaries.

**Internal Magazine/Newsletter**
A central, in-house news magazine is useful to inform employees within a company about valuable information and activities within the organisation (Marion, 1998). For larger corporations, a corporate newsletter may be an efficient way to transmit information on a regular basis to its employees (O’Toole and Mikolaitis, 2002). These newsletters can easily be transmitted over the Internet or the Intranet of the company, which, in addition to being a fast way to distribute these newsletters, further allows the company to keep the costs down. The newsletter should mirror the company’s image and culture.

**Electronic Mail**
The development of electronic mail has made it possible to reach a large number of people in a network. For example, all employees in a corporation can find an internal message from management in their email inbox every morning. Emails are regarded as effective internal communications tools, which should be outlined in a clear and concise manner (O’Toole and Mikolaitis, 2002). Arguably an appropriate strategy since the recipients can read the message on a convenient occasion for them, and these messages can also reach employees even if they are travelling, that is, with the condition that they read their email.

**Telephone**
Telephone use has for long proven to be a valuable communications tool, and the use has continued with the development of technology and trends in the mobile telephone industry. The use should be followed up with written confirmations (O’Toole and Mikolaitis, 2002).
Paper memo
These are good internal communications tools, albeit they should be written in a clear and concise way (O’Toole and Mikolaitis, 2002). Even though technology is developing rapidly and increasing in use, these may disappear, however, they are still useful to have, since they provide printed information that the receiver can read whenever appropriate for them.

Reports
Provided that these are read, and discussed, these are appropriate strategies to communicate corporate information such as either future prognoses or past performance numbers.

Internal Events
These are primarily regarded as activities for the employees of a company. Further explanation will be given later in this report. Some examples may be kick-offs, Christmas parties, and educational gatherings.

Wright (1995) explained that employees receive most information about their company from the grapevine, even though they would prefer it from their immediate manager or from a meeting. The same research stated that impersonal written information, for instance company publications, is the least favoured means of which to receive internal communications messages (ibid.). The information employees do prefer regards areas like:

✓ How is the organisation doing and where is it going?
✓ What is our charter and how does it match up to other functions?
✓ What am I expected to do? How am I doing?
✓ Am I performing appropriately?
✓ What do I need to know in order to do my job better?
✓ Does anyone in this organisation care about me?
✓ How can I help?

(D’Aprix in Wright, 1995; pp. 183)

3.3.3 Effective Corporate Communication
The quality of communication within corporations may be affected by several factors. Arguably, this quality is determined by the strategies used by the corporation and also the approaches and technologies that are used. As Borg (1996) suggested, one may have an equally close association with a person working on another continent of the world as one that may sit across the hall. According to Borg (1996), the access to information will be one of the primary assets of corporations in society today. In addition, the corporate employees are associated with their attachment to the flow of information (ibid.). Hence, the employees become the carriers of this information, which is furthermore closely related to the level of access of the information flow.
In order for communication to be effective, there needs to be a transfer of clearly set goals (Brownell, 2003). Hence, corporate messages should be formulated into a convincing and coherent way, and the communication should be shared in an organised way throughout the firm. All too often, talented managers, with great expertise in their field, are often unsuccessful because they lack the ability to communicate effectively (Brownell, 2003). Arguably, the larger the corporation, the more difficult it is to communicate and reach out to all the employees. In addition, the larger the company, the more important is the need for good communication, perhaps with assistance from a communications department. For example, a company that is operating on the global market should arguably have a specific department that handles all the communication, both internally and externally.

One needs to remember that corporate communication is not only about producing slick internal newsletters or internal magazines; it is perhaps primarily about building sustainable relationships with employees. Wright (1995) argues that the key to future success in employee relations will involve building relationships much more than it will involve communication. Management should spend as much attention on its own employees as to customers and other shareholders. However, both creating employee relationships, by encouraging and motivating them, and emphasise good communication is most likely significant for future corporate success.

### 3.4 EMPLOYEE MOTIVATION

Business operations has for long centred their attention to their customers and clients in order to boost their sales and increase their revenue. However, businesses nowadays tend to become less focused on infrastructure and more attentive to the people side of their business (Lowe, 1999). This arguably means that corporations increasingly recognise the importance of their employees and their relationships within the organisation. Hence, relationship building strategies and interaction within the workforce is progressively becoming a focal point for corporations and organisations of today.

The question regarding employee motivation has arguably been an intriguing subject for a long time. As we all know, changes are made constantly within corporations, and an increased globalisation has led to developments within corporations and increased competition on the market place. As Wiley stated already in 1997 (pp.278):

“*Demographic changes in the workplace, as well as technological advances and globalisation, only accentuate the need to continue to determine what motivates people to perform well.*”
So, understanding what motivates employees is significant for the future success of corporations. Attention should be given to strategies how to motivate employees, addressed later, but first consideration as to reasons why it is important to motivate employees.

3.4.1 Why the use of Employee Motivation?
Hauschild’s research stated (in Amar, 2004), that most of the valuable knowledge within a corporation is embedded in the minds of its employees. Hence, corporations that want to use this knowledge for their products or services need to know how to engage the minds of their employees.

Motivated employees can make powerful contributions to the profits and future success of a corporation (Wiley, 1997), and those corporations that engage in motivating their employees, sooner than their competitors, will succeed (Amar, 2004). Consequently, employers and managers are most likely dependent on the performance of their employees. Understanding what motivates their employees may assist in improving productivity and, as a result, the success of the corporation.

“Motivation is a term associated with the forces acting on a person causing him to act in a certain way.”

(Amar, 2004; pp. 90)

This indicates that it is important to understand the dynamics of motivation in order to identify what drives people to act in a certain way. Hence, motivation is about behavioural changes that are affected by internal and external stimulating factors. This is supported by Bassett-Jones and Lloyd (2004) who state that, in addition to internal impulses, the environment generates external social stimuli to which individuals are responding. People have goals and they search for positive reinforcements, and therefore, if corporations create a positive environment with reinforcements and rewards, high levels of motivation may be the reward (ibid.). So, by meeting the goals of employees by reinforcing, motivating and rewarding them, corporations are likely to generate a positive atmosphere with inspired and encouraged employees.

3.4.2 Maslow’s Hierarchy of Needs
As society changes, people in that society are likely to change too along with corporations and organisations in that society. These changes can be depending on a number of reasons. Changes in personal behaviour can be explained with assistance of Maslow’s hierarchy of needs, shown in Figure 3.
This model explains the theory behind why people are driven by particular needs at certain times (Kotler et al., 1999). The base section addresses the primary needs, the Physiological needs, such as hunger and thirst, which is followed by the Safety needs like security and protection (ibid.). Social needs follows, including a sense of belonging and love, after which the Esteem needs derive, such as self-esteem, recognition and status, and finalised by the Self-actualisation needs that incorporates self-development and realisation (ibid.). According to Behrer and Larsson (1998) people are today seeking the self-actualisation needs above all, which is explained by a shift in the focus towards a more individual view instead of towards the collective focus. This may be caused by alterations in several areas; however, the key factor responsible for this change is regarded to be shifts in generations’ views of society.

3.4.3 Generational differences
The future lies in the hands of new generations, and especially of the Generation Y of about 70 million in numbers, almost as large as the Baby Boomers (Wallace, 2001 in Amar, 2004). As society is changing and furthermore new generations of individuals are taking over, it is unavoidable to continue in the same patterns and with the same strategies.

Behrer and Larsson (1998) explain the shift in generations’ views of society to have shaped their view respectively on values and personal goals, development and individual identity. Therefore, it is not only about the personal consumption patterns that needs to be regarded, but also people’s views on work, free time and social commitment.
For newer generations, innovation is their main competitive advantage, and their phenomenal financial success and contribution to the enhancement of the quality of human life have made them very important and visible in every society (Amar, 2004). Hence, what motivates new employees is different from what motivated the generation before them. Previous generations seem to have viewed promotions and climbing the corporate ladder as exceptionally important, whereas this is not the case for Generation Y (Amar, 2004). For this reason, it has become especially significant for corporations to recognise how to motivate their employees.

Rasberry and Lindsay (1994; pp.14, author’s elaboration) explain Generation X and Y as follows:

**Generation X:**
- They don’t like work. They are inherently lazy and will avoid work if possible. They work for the basic needs, i.e. food, shelter and clothing.
- Because of their dislike for work, people must be forced to work, or at least coerced. Consequently, they must be directed, controlled, and monitored closely.
- People don’t like responsibility unless forced to take it. By keeping employees anxious about their security, they can be induced to take responsibility and work towards organisational goals.

**Generation Y:**
- Work is as natural as play or rest.
- Exercising external controls and threats is not the only way to direct people. Managers can help employees exercise self-direction and self-control and still accomplish organisational goals.
- Commitment to objectives is directly related to the rewards associated with their achievement.
- Under the proper work conditions, the average person learns to accept and seek responsibility.
- Most employees, not just a few, can exercise a high degree of imagination, ingenuity, and creativity in solving organisational problems.
- Under the conditions of modern industrial life, the intellectual potentials of the average worker are only partially utilised.
3.4.4 What motivates Employees?
As time has gone by, the characteristics of what actually motivates employees has transformed. Arguably, the needs and wants of employees have changed due to shifts in their demography, culture, work patterns, work demands, human sociology and psychology (Amar, 2004). Employees are explained to be motivated by forces that energise their behaviour and that makes them do things to move towards certain goals (Sadiq and Åkerlind, 2003). An individual’s motivation may change depending on certain factors. These factors, as explained by Amar (2004), are the driving forces of motivation and can be used in order to understand what actually drives motivation among employees. Amar (2004) refer to a total of five drivers that steer motivation; sociological, psychological, generational, work, and cultural.

The sociological driver
New forms on how humans group together and relate to each other have emerged lately. In this new sociology, many do not see work as a means of livelihood as by others before them (Amar, 2004). For example, many go to work to satisfy their sociology, to be in the company of those whom they like. Other behaviours are likely to effect working conditions too, for instance when to start a family. When trying to establish applications to the motivation theory, corporations need to regard the role of sociology for the new generation of employees.

The psychological driver
Traditionally, work motivation theory is based on human behaviour with roots in positive reinforcements, primarily in money (Amar, 2004). This indicates that given the proper incentives, employees would give their best to their corporation. However, newer generations tend to value self as the prime positive reinforcing factor (ibid.). Motivation of the younger generations, who observed the habits of their parents, have developed a work ethic that has altered from the earlier generation’s view of “living to work” towards a new view of “working to live” (ibid.). Consequently, the incarnate theories of motivation from the past cannot accomplish motivation of the newer generations. Regularly understanding employee psychology, and to make continuous adjustments to the practices of motivational theories in response to changes that occur, is essential to succeed in exciting employees for their work.

The generational driver
The younger employees are described to be excessively enthusiastic to take on responsibility, to quickly move up in the hierarchy and to become successful (Amar, 2004). However, it is difficult to know where this comes from, meaning whether they are too interested and motivated or simply wants to make a lot of money. These younger generations are employees from Generation X and Y
(ibid.). These generations are not as previous ones, and they require special attention. The psychology and sociology of these generations are very different compared to their predecessors, the Baby Boomers, and therefore, consideration needs to be given to these new generations in order to develop a new and durable theory of how to motivate these employees (ibid.). It is essential to learn how to motivate these employees.

**The work driver**

Lately, science and technology has been integrated into nearly every job, and corporations are now more dependent on technological knowledge (Amar, 2004). This knowledge derives from individuals’ skills, which, as a result, made corporations and organisations exclusively dependent on their employees (ibid.). Organisations now realise that employees should be used as sources of ideas and knowledge rather than hands on muscle mechanisms, which also indicate that university education and training is becoming progressively more valued compared to the significance of age, experience or years on the job (ibid.). The individual human knowledge has become important for the future corporate success, and new understandings of how to manage jobs from a motivation perspective is developing. For the newer workforces, motivation and encouragement of creativity are essential.

**The cultural driver**

In the last decades, there has arguably been an increased spread of globalisation throughout the world, which is likely to have caused changes in many areas. When looking at work culture specifically, as important in this case, there have been significant advancements in the areas of computing and telecommunication technologies which have impacted on the work patterns (Amar, 2004). Overall, there is now a greater flexibility, which is explained by the increased possibility to physically perform the work away from the typical office environment, say for instance in another country. Hence, emphasis is placed on understanding new work etiquettes and culture of organisations in other countries (ibid.).

### 3.4.5 Motivation Strategies

Developing systems that allow employees to work together in defining problems and overcome frustrations is one reason given as to why it is constructive to motivate employees (Bassett-Jones and Lloyd, 2004).

> “The motivation to act is a function of the individual’s belief that he or she has the necessary skills to perform at the desired level and that this behaviour will lead to certain desired outcomes or rewards.”

(Nadler and Lawler in Shinew and Backman, 1995, pp. 286)
There are different types of motivational tools. Today, there are companies that implement motivational strategies that include incentive awards and non-monetary rewards to encourage their employees’ motivation and job satisfaction (Sadiq and Åkerlind, 2003). Shinew and Backman (1995) refer to cash, merchandise and travel.

Åslund (2005) states that incentives, per say and what these previously have represented, are moving out of common use, and instead, other means are regarded as more attractive with which to encourage and motivate the employees. The indicators of today point to less travel and increased flexibility in regards to working hours and compensation (ibid.). Travels have for long, without a doubt, been a highly motivating aspect to encourage the employees, but perhaps as generations change, the views and values are changing too.

In order to understand how motivation works, corporations need to learn from, and comprehend, what is happening in the world and environments around them. Amar (2004) states that there is still no theory on how to motivate employees; however he developed a model in order to understand the circumstances surrounding the theory of motivation.

According to Amar (2004), employee motivation can be accomplished through the presence of appropriate antecedents. Hence, if these antecedents successfully match with the employees, they will get motivated. These antecedents of work motivation emerge from three sources in the corporation; the first one, perhaps the most important, is the employee’s actual job; the second one is the outcomes derived from the job; and the third is the organisational system, including aspects such as policies, practises and culture (ibid.).

*Job antecedents* address the actual pleasure the employee is getting from executing the job (Amar, 2004), and so the job itself is likely to be the initial motivator. Each corporation has to come up with job antecedents that are suitable for that organisation and the employees who are expected to take these jobs (ibid.). Traditionally, the job has been an important motivator for employees; however, it has never been as important as now with the new generation (ibid.). Hence, the most important job antecedent is arguably to attain and retain employees. The applications for the job applications involve developing bonds between the job and the employee who performs the job (ibid.). Thus, it is necessary to make the job so inviting and interesting so that the employee never wants to leave. Some examples of job antecedents include meaningfulness of the job, the availability of some travel, the use of up-to-date technology and the visibility of job accomplishments (ibid.). New generations and new cultures are likely to

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require the possibility to design new and unique job antecedents that will motivate them.

*The outcomes antecedents* are all intrinsic and extrinsic, real and potential rewards from a job (Amar, 2004). Having an exciting job is only part of the motivation, not enough by itself to motivate the employee for a longer time; hence, to motivate employees in the long run, there needs to be other motivations too. The whole concept of rewards, incentives and motivating factors are dynamic, and arguably also personal. The generational and sociological changes in the last few decades have changed employees’ expectations of rewards (ibid.). For earlier generations, the expected outcome from a job was wages, and then proceeded to job security, added benefits, working conditions and then recognition, however the outcomes for the newer generations require new understanding since they do not expect the same as the ones earlier (ibid.). Consequently, it seems as though the outcomes from jobs should be designed to suit the specific needs of each group or individual employee.

The applications for the outcome antecedents were, as stated above, primarily in the form of wages, albeit time has changed and today it is regarded to have a relatively low value in these circumstances (ibid.). However, the use of money depends on how it is deployed, and can for instance become a useful outcome antecedent if they are used in a bonus plan. Other non-financial outcome antecedents can be work/life benefits and training opportunities (ibid.). The effectiveness of an outcome antecedent depends on the job’s ability to offer the employee advancement and fulfilment of personal or developmental goals (ibid.).

*Organisational system antecedents* include the work environment, policies and practices, management philosophies, organisational culture, image, and the position on the market or in the industry, financial conditions, and overall economic situation that all have direct or indirect consequences on the employee and his/her work (Amar, 2004). If the organisational system offers a work environment to which the employees feel a belonging, they will be motivated and more creative (ibid.). There needs to be buoyancy between the two. The organisational system antecedent applications may be reduced control on the employees, which may instead empower them, the sharing of work in teams, and taking care of the employees’ personal responsibilities, i.e. including grocery shopping and laundry pick-ups (ibid.).

Out of these, it is significant to remember that the behaviour of earlier generations is quite different from their predecessors. Their sociology has a great impact on their motivation, as an example.
Goal setting is regarded as a highly effective technique for motivating employees (Shinew and Backman, 1995). Research has shown that individuals faced with specified and challenging goals work harder and perform better than those individuals that are faced with easier goals, do-your-best goals, or no goals at all (ibid.). Therefore, in order to increase motivation with employees, which is likely to make them work harder and increase their efforts, goals should be set in a clear way, they should be attainable, and perhaps most important of all, these goals need to be communicated to the employees so that they know all about the goals.

Corporations and organisations can be seen as living entities that are constantly evolving and changing in its characteristics, and for that reason, understanding human motivation at work requires a dynamic perspective. Managers have known for a long time that creating value is the primary reason for the survival and success of all productive corporations (Amar, 2004). This means that only those corporations that develop an environment that motivates their employees will succeed.

3.4.6 How to measure Employee Motivation
In terms of how to measure employee motivation, Bassett-Jones and Lloyd (2004) refer to the model of motivational alignment, which suggests that once employee needs are identified, and organisational objectives defined, the next step is to determine rewards and link these to behaviours that both serve the organisational objectives and also satisfy employee needs. If these are well aligned, high motivation will be the result, and if poorly aligned, then low motivation will be the outcome (ibid.). Hence, different motivational rewards and strategies may have different outcomes.

3.5 THE MEETING INDUSTRY
The meeting industry is commonly referred to as being one of the main areas within the travel and tourism industry. The Swedish Tourist Authority (2005) has defined meetings as being a term that indicates the get-together of several people at a certain place, which further have the purpose of agreeing on something or to go through with a specific activity. The meeting industry addresses a spectrum of different meetings, out of which some are conferences, congresses, fairs, seminars, symposiums, board meetings, work shops, theme events, business meetings, and kick-offs (ibid.). Further examples of meetings are conventions, annual corporate meetings, shareholders’ meetings, incentive programs, and educational meetings (Hellman, Bonde, and Kellerman, 2001).
3.5.1 Why the use of Meetings?
The business and meeting industry constitute the core in the overall economy today, and meetings, exhibitions and events of are being developed and implemented increasingly (Hellman, et al., 2001). In addition, the numbers of meeting and event agencies seem to grow, simply by looking at the amount of findings when searching for them on the Internet. Hence, competition is increasing among the meeting and event actors, and consequently the need to diversify and find a competitive advantage is vital for success, and perhaps even survival.

Meetings tourism, defined by Bradley, Hall, and Harrison (2002: pp. 62) represent:

“Travel associated with attendance at corporate or association meetings, conferences, conventions or congresses or public or trade exhibitions.”

This entails business travel away from the usual environment together with other individuals. Rasberry and Lindsay (1994) explain that meetings are important because they allow individuals to share information in a short period of time to reach mutual goals.

The outmost motivating forces in the meeting industry are the actors that create the contents of the actual meeting, meaning the direct producers in cooperation with other actors, for instance those at the destination, indirect producers, logistics and accommodation (Swedish Tourist Authority, 2005). The primary reasons as to why meetings are arranged are the financial and educational purposes of some sort (ibid.).

3.5.2 Trends
The meeting industry, as well as the convention industry, was stated by Oppermann already in 1996 as being one of the largest and fastest growing sectors within the tourism industry. Petersén (2005) refers to trends within the meeting industry to move towards the cultural and global aspects, however, even if creativity is to a greater extent moving into the meeting industry, there will still be a need for the traditional meetings. The meeting industry in Sweden and the other Nordic countries is recognised to have a great possibility to expand and gain further market shares on the global market (Swedish Tourist Authority, 2005). In addition, future industry trends point towards shorter and more focused conferences in creative environments (ibid.). The belief is arguably that shorter conferences are more likely to reach the purpose of the conference. Johan Svensson, General Manager for Svenska Möten, indicate that there are several major changes within the meeting industry in Sweden, where, perhaps the most significant one is that meetings are moving away from the traditional
conference setting (Hoffer, 2005, b). Svensson asserts that it is quite acceptable to be more informal during a meeting, to have fewer parameters to follow, and even to move the meeting out from the locale that is typically used (ibid.). This may lead to a meeting in which the participants seem more awake and participative, however, one should not forget the importance of reaching the set goals of the meeting.

Today, companies have found their way into the meeting industry again, meaning they are now arranging meetings outside of the own office premises (MIC MIX, 2004, b). Göran Granhed, industry economist at SHR, Sveriges Hotell- och Restaurangföretagare, claims that this is due to a general upswing in businesses today and also because they welcome new ways of holding meetings (ibid.). The social part of the meeting or conference has become even more important for the participants (ibid.), even if this arguably has been the case for a long time. It is during the evenings when the team spirit and the togetherness are created, which can be hard to achieve if staying in the environment at the office (ibid.).

3.5.3 Strategies for holding Meetings

During a meeting, the purpose of the meeting should be clearly stated, participation should be encouraged, the communication flow should be directed, and the agenda should be presented (Rasberry and Lindsay, 1994). Most commonly, meetings are for the most part aimed for the purpose of being informative, problem solving or decision making (Eklund, 2002). In regards to corporate meetings, motivation, attractiveness of the meeting and/or the chosen destination of the meeting, the distance, cost and time are all important factors that need to be considered in order to please the attendees of that meeting (Oppermann, 1996). In addition, Oppermann (1996) explains that the level of educational and/or professional improvement is important for the attendees. During meetings, individuals can express their views, expand on ideas, present solutions to problems, and facilitate goal commitments (Rasberry and Lindsay, 1994).

When planning for a meeting, the selection of a location can be endless. However, it can be vital for the success of a meeting to be particular in the selection of the location for a meeting. The choice of the location and general environment can be a deciding factor in case the expected results will be achieved or not (MIC MIX, 2004, a). Hence, it is vital to find a location and environment that fits the purpose of the meeting. When planning for corporate meetings, the site is often determined in regards to the location of the business or where the headquarters are located (Weber, 2001). The geographical location of the meeting may have significant impact on the success of the meeting, not only in terms of when evaluating participants’ commitment and motivation.
during the meeting but also in regards to evaluating the financial success of the meeting, meaning if it was a financially well planned meeting.

The effects of meetings has for a long time only been measured in “gut feeling”, however, to a greater extent, trends indicate that meetings are measured in relation to business success according to Benny Karlsson, General Manager at Hansen (Carlberg, 2005, c). Arguably, this trend is derived from the idea that companies need to hold more effective meetings, hence the desire to know whether meetings will provide valuable results. This partially because time is valuable for companies, but also since having meetings is a large expense. If one can put numbers to the effect of a meeting, it is possible to measure the quality of the outcome of the meeting (Karlsson in Carlberg, 2005, c). This can, according to Karlsson, furthermore stimulate internal competition, as well as satisfying accountants and controllers (Carlberg, 2005, c). In this way, the meeting industry is likely to be regarded as more substantial with parameters to follow. This evaluation can be done by having surveys and questionnaires that follow after the meeting out of which the responses are gathered in a database from which an evaluation is possible (ibid.). In the same sense that companies use logotypes for their marketing, meetings should be based on a set of guidelines to follow in order to ensure a certain standard is being held (ibid.).

3.5.4 Characterisation of Meetings

*MICE - Meetings, Incentives, Conferences, and Events.*

The MICE industry is closely interrelated to the meeting and event industry. However, it is important to remember that all industry members do not always associate the same words to formulate and describe this acronym. Allen, O’Toole, McDonnell, and Harris (2002) refer to the MICE industry to be represented by Meetings, Incentives, Conventions, and Exhibitions. The MICE industry is characterised as one of the fastest growing elements of the tourism industry today, both in a global perspective and at country level (Weber, 2001). Hellman, Bonde and Kellerman (2001) refer to the MICE industry, an abbreviation for Meetings, Incentives, Conventions and Exhibitions. They continue and explain that MICE related events consist of meetings, congresses, conferences, fairs and exhibitions, and incentive travels. Here the acronym will stand for Meetings, Incentives, Conferences and Events. These sections are most likely seen as having a large focus on business and trade activities, however, the public may be highly valuable in some cases, which is not to forget, albeit the public and the private side of the industry is not the main consideration in this research.

**Meetings**

Meetings are defined by Hellman, Bonde, and Kellerman (2001) as to an occasion when several individuals get together in a specific setting to agree upon
or to carry out a certain activity, which either can be on an ad hoc basis or according to an order that has been decided in advance. Getz (2005,a) refer to meetings as assemblies that are most frequently small enough for delegated to have direct interaction with each other, for example for presentations, discussions and decisions.

One definition of meetings was given in Allen, O’Toole, McDonnell, and Harris (2002; pp.14) by the Commonwealth Department of Tourism, which indicated:

“All off-site gatherings, including conventions, congresses, conferences, seminars, workshops and symposiums, which bring together people for a common purpose – the sharing of information.”

This citation is of particular interest for this thesis given that it addresses the fact that meetings can take different forms, but that they are held to bring people together for a specific purpose, which is to share information among these meeting participants.

Meetings can be divided into different groups depending on the size of the meeting. They can range from small business meetings attended only by a few delegates up to large conventions that may attract in excess of 20,000 attendees (Bradley, et al., 2002). According to the Swedish Tourist Authority (2005), meetings are grouped accordingly:

- **Small meetings** ≤ 100 participants
- **Normal group** 100 to 250 participants
- **Large meetings** 250 to 1000 participants
- **Very large meetings** ≥ 2500 participants
- **Mega meetings** ≥ 5000 participants

Rasberry and Lindsay (1994) categorise meetings to be personal, organisational, or public. Personal meetings are informal and does most often not have real purposes; organisational meetings can be internal, such as the staff or committee meetings, or external, for instance a board of directors’ meeting; and public meetings are usually presented to an audience that has no association with organisations (ibid.). The attention will be given to internal organisational meetings, meaning for the employees of a corporation. Corporate meetings tend to be an obligation for selected individuals in a corporation, and furthermore, the meeting expenses are commonly paid for by the corporation as an employer of these individuals (Oppermann, 1996). Corporate meetings are important for corporations, and it is essential for these meetings to be successful. The success of meetings depends on factors such as planning and organisation of the meeting, communication and motivation and incentives, to name a few.
**Incentives**

The Society of Incentive Travel Executives (1997) (cited in Allen, et al., 2002; pp. 15) defined incentives as:

“*A global management tool that uses an exceptional travel experience to motivate and/or recognise participants for increased levels of performance in support of organisational goals.*”

Therefore, incentives can be summarised to be motivational strategies and offers to employees in order to encourage them and to strive for future corporate success.

Noted by most literature, and supported by Shinew and Backman (1995) and the Incentive Federation Inc. (2003), the most popular types of incentives are cash, merchandise and travel. A study made by the Incentive Federation further discovered that merchandise and travel incentives were preferred and also remembered the longest compared to cash incentives, this because they did not get it just for themselves (2003). Other examples may be travels or trips offered to the employees, perhaps a price that is won in some competition, or there may also be a more outlined and detailed incentive program.

Incentives are used in the figurative sense of rewards, for example for success and goal oriented staff, and these may take a variety of forms, all from incentive gifts to incentive travels (Hellman et al., 2001). Incentive systems and organisational motives are considered important areas for practical knowledge management (Tuomi, 1999). Incentives are to a greater extent being used within the business industries corporations and organisations as motivational and rewarding strategies for their employees (Hellman, et al., 2001).

Arguably, corporations are likely to have different motivations and strategies for implementing incentives into their operation, and some may use it more than others. Incentive programs may be implemented in order to motivate the employees with the intention of accomplishing specific goals, such as persuading customers to buy more of a certain product or to create and maintain long-term relationships with customers and stakeholders, as a few examples (Hellman, et al., 2001). In addition, incentive programs are built upon the idea that everybody should feel as though they are all participating in the change that will lead to better and improved results (ibid.). Incentives are used in a sense of rewards to, for example, efficient and successful employees (Swedish Tourist Authority, 2005). According to the Swedish Tourist Authority (2005), incentives mainly represent elements of motivation and rewards and is to an increasing extent used by industries and organisations in Sweden. So, incentive programs...
are used in order to motivate employees to reach specific goals in order to get
the customers to buy more of the actual product or service the company is
offering, and also to build long-term customer relations.

Conferences and Congresses
A congress is a reoccurring gathering for a larger group of individuals that have
the purpose of discussing specific issues (Hellman, et al., 2001), and a term that
is most commonly used for international conventions, and predominantly used
in Europe (Getz, 2004). Congresses tends to last several days, occurring in
cycles, for example by corporations meeting on a yearly basis to communicate
future business plans (Swedish Tourist Authority, 2005).

A conference has been defined as a meeting held to exchange information or to
send out a message to its participants, although on a smaller scale than
congresses (Hellman, et al., 2001). Most commonly, conferences are limited in
time and they tend to have specific goals that are to be reached during the
meeting (ibid.). Professor Getz (2005,a) defined a conference as a small or large
assembly of individuals that most commonly has a theme of some sort.

Conferences can be divided into three areas:
- Internal conferences – mainly for the employees within a company.
- External conferences – for people in the market of which the company
  operates.
- Both Internal and External conferences – for the employees and others.
  (Swedish Tourist Authority, 2005; pp. 18)

Events
The fastest growing and developing segment of the meeting industry in Sweden
belongs to the event companies, which had a growth rate of 39 % in 2000
(Swedish Tourist Authority, 2005). For example, the ten major event companies
in Sweden have revenue of about 400 to 500 million SEK together (ibid.).

Today, there are many structural changes occurring within the meeting industry,
and perhaps for the most part in the event sector. However, many of the actors in
the meeting industry often part of or cooperate with the event industry. Hence,
there is an integration of different sections of the meeting industry, which may
be why there are difficulties in finding clear definitions and specific structures
within the meeting industry.

3.6 EVENTS
3.6.1 Fundamental backgrounds to Events
Events can be traced back a long time, most likely as far back as to the learning
experience of gathering and hunting for food in the early cave years. Since then,
creativity and innovation has developed the area of events into a prosperous and exciting business industry. Today, people are progressively understanding the concept of events, perhaps because events are not only about happenings and building relationships among companies, yet it also involves the private consumer, and it focuses on educating and communicating messages to customers, other businesses, as well as sharing knowledge and information within the own organisation.

3.6.2 What is an Event?
Events are, as defined by Getz (1997: pp. 5; 2005, a, 2005, b):

“…temporary occurrences, either planned or unplanned. They have a finite length, and for planned events this is usually fixed and published.”

The event is part of Event Marketing, it is an activity that gathers a group together in time and space, a meeting in which an experience is created and a message is to be communicated (Behrer and Larsson, 1988 in Swedish Tourist Authority, 2005). Hence, the event itself can be seen as the activities that are planned for at a specific setting at a certain time, and the event marketing to focus on what is to be communicated to the delegates of that event.

It is important that the definition of an event is not confused with the definition of Event Marketing, which is defined by Behrer and Larsson (1998, pp. 18) as:

“an attempt in order to co-ordinate the communication around an event, which is either created by oneself or created by a sponsor.”

(Author’s translation.)

Therefore, by these definitions, it is possible to distinguish the differences between Event Marketing and an Event, which is that event marketing is the creation of this activity with a group of people at a specific place and at a specific time, with the ambition of communicating something to this specific group, whereas the event itself is the actual activity that goes on during this get-together. More simply put, one could say that event marketing is predominantly about marketing something by communicating something through the use of an event, and the event itself is about the actions of these marketing strategies.

People are aware of the fact that events have an ending, which may be one of the reasons as to why they are appealing. When they are over, it is not possible to experience them again; however, some events may be periodic and may come back on a yearly basis.
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

Events are characterised by the following distinguishing attributes:

✓ They are often “once in a lifetime” experiences for the participants.
✓ They are generally expensive to stage.
✓ They usually take place over a short time span.
✓ They require long and careful planning.
✓ They generally take place only once. However, many are held annually, usually at the same time every year.
✓ They carry high level of risk, including financial risk and safety risk.
✓ There is often a lot at stake for those involved, including the event management team.

(Van der Wagen, 2001: pp. 2-3)

Further definitions are given by Mossberg (2000: pp. 3):

✓ An event is a one-time or recurring event of limited duration, which is held no more frequently than once a year.
✓ An event has a program, an organising body, a number of participants and it is open to the public.
✓ An event, apart from the intrinsic objectives, e.g. sport, culture, religion, is developed primarily to enhance the awareness, appeal and profitability of the host city/region/country as a tourist destination.

3.6.3 Types of Events

Civic Events
In most parts of the world, celebrations are rooted in religious, cultural, and ritual traditions, and out of these, events has developed (Goldblatt, 2002).

Expositions
An exposition has, in an historical sense, been a place in which retailers meet wholesalers or where suppliers introduce their goods and services to potential buyers (Goldblatt, 2002). Trends has shifted these expositions into a more eventful show of activities with educational and entertainment programs.

Fairs and Festivals
Arguably, fairs and festivals originate from the ancient times when people met in the marketplace in order to carry out their businesses. Fairs and festivals provide performances, arts and craft demonstrations to their spectators, to whom the fairs and festivals aims to provide with cultural celebrations (Goldblatt, 2002).

Hallmark Events
These types of events are describes as those that are commonly identified with the spirit or the ethos of a city or region that they at some point become synonymous with that city or region, its name, which will also gain common
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

recognition and awareness (Allen, et al., 2002). Some examples of classic Hallmark Events are the Carnival in Rio de Janeiro, the Kentucky Derby in the USA, and the Oktoberfest in Munich, Germany.

Mega Events
Perhaps the most commonly known Mega Events are the Olympics and the World Championships. These events can be described as events that, by way of size or significance, yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community or destination (Getz, 2005,b).

Special Events
These types of events has, according to Getz (2005,b), two meanings, where one addresses a one-time or infrequently occurring event that is held outside the normal activities of an organisation, and where the other explanation focuses on the same type of event albeit it is more directed towards a customer or guest. It is, hence, an event that is created in order to create a unique experience.

Hospitality
The hospitality industry are to a large extend made up of hotels all around the world. Their primary business interests lie in the accommodation sector, however, increasingly hotels seek to find more business opportunities through their food and beverage sector by arranging events of different kinds.

Meetings and Conferences
These events are for the most part regarded as educational seminars for both association members and corporate employees to network (Goldblatt, 2002). Due to the globalisation of the economy, there has been a growth in international meetings, which means more work for event planners (ibid.).

Major Events
Major Events are those events that are capable of attracting significant visitor numbers, media coverage and economic benefits, because of their scale and media interest (Allen, et al., 2002).

Retail Events
Retailers have more and more become more reliant on marketing strategies and are increasingly put into practice integrated event marketing strategies in order to create loyal customer relationships and to improve their sales (Goldblatt, 2002).
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

Sport Events
Here, events play a big role. They are used to attract, capture, and motivate spectators before, during and after a big game (Goldblatt, 2002). Fireworks and musical shows are two commonly occurring activities during events like these.

Social Life-Cycle Events
These types of events can be explained to mark the passage of time during life in creating milestone celebrations (Goldblatt, 2002). A few examples can be funerals, weddings, wedding anniversaries, and bar mitzvahs, to name a few.

Media Event
This type of event is mainly created for broadcast audiences rather than being a spectator event, which in addition is likely to have a positive influence on improving the image of a destination (Getz, 2005,b).

Corporate Events
Donald Getz (2005, b; pp. 26) defines corporate events as “any event produced by or for a corporation as a part of its marketing or other managerial function.”

Corporate Hospitality
Corporate hospitality is when companies or corporations take care of, for example, their foreign guests, customers, employees, sales staff, and other agents or stakeholders (Swedish Tourist Authority, 2005).

3.6.4 Why the use of Events?
Each event has its own characteristics and requirements that should be carefully identified and met by the use of strategic solutions (Watt, 1998). The main reason for the creation and use of events is, according to Getz in Stiernstrand (1997), economical/financial. Another purpose for the event is to create a holistic impression that creates, strengthens or entertain the image of the company or the brand (Behrer and Larsson, 1998). This is obtained through the participants’ perception of how the company manifests its corporate identity into the event, and depends on its relevance to the participants’ individual and collective identity (ibid.).

One common purpose of an event is “to create, enforce or sustain the corporate image of the organisation” (Eckerstein, 2002; pp. 14). The corporate image is created by the corporation reinforcing itself in the event, and the event further needs to be relevant and appropriate to the needs and senses of the individuals who attend the event. As stated earlier, it is essential to have clear and distinct purposes for meetings, and the same arguably goes for events. Peter Winitsky, at Creative Events, an event company in Sweden, emphasises the importance of having unambiguous goals when planning for an event (Hoffer, 2005, c). He
continues by explaining that this is important whether the event is in order to establish new relations or simply to have some fun with the employees. In addition, the budget planning of an event is often a related parameter to a successful or unsuccessful event (ibid.). And one should not forget factors such as timing, entertainment, location, etc.

Arguably, the demands for events come from different angles. Primarily, one may argue, the demand comes from the consumers that are seeking a value added offer and commitment from companies, and secondly from the increasing competition, which is the result out of several factors (Behrer and Larsson, 1997). However, the demand has likely developed in the latest years into a demand from the employees’ side as well. This can be further explained by Figure 4, the Onion Model.

![The Onion Model](image)

*Figure 4: The Onion Model*
*Source: Behrer & Larsson, 1998.*

As the model implies, the organisation is in the core, which includes the internal organisation meaning the internal operations, employees, and all management strategies and activities (Behrer and Larsson, 1998). The actions of this core section are likely to affect the covering layers. The Marketing Environment is referring to the market in which the company is located, including the competitors (ibid.). And finally, the External Environment regards to changes in the society in which the company is active (ibid.).

The use of events has many functions, albeit perhaps the most significant one is the opportunity to communicate something to a group of people. The focus of this thesis, as stated previously, lies in the area of Internal Corporate Events, i.e. the events occurring in the core of the Onion Model, within the organisation.
3.7 INTERNAL CORPORATE EVENTS

Internal Corporate Events, ICEs, make a highly interesting area within the event industry, not only because it is frequently used by corporations, but perhaps because of its multifaceted ability to adjust to the needs and wants of the event organiser and the corporation. In addition, an ICE can be applied and adjusted to different environments and purposes, to entertain and/or educate its participants. Donald Getz (2005, b; pp. 26) defines corporate events as:

“Any event produced by or for a corporation as a part of its marketing or other managerial function.”

Marketing strategies tend to be directed to the external environment of the corporation, and thus, corporate events tend to be aimed to targets outside the organisation. However, corporations organise activities and parties for their employees too, for instance the yearly Christmas party, perhaps the most familiar form of ICEs to which most can relate. Other examples of ICEs are team buildings, special outings, meetings and training seminars, retreats and incentive travels for employees (Getz, 2005, a). Further examples of these events could be business to business hospitality occasions, product launches, and educational meetings for sales employees. On top of these are more commonly known ones such as kick-offs, conferences, and various types of meetings. Hence, as explained above, ICEs are a type of corporate event, just like corporate events are a type of event, which in turn is part of the MICE industry.

Figure 5: ICE position in the MICE Industry.
Internal Corporate Events

A tool for corporations to communicate to and motivate their employees.

3.7.1 Characterisation of Internal Corporate Events

Getz describes corporate events as having obligatory attendance for the employees, where the budget is fixed and the program and theme of the event should reflect the corporate culture (Getz, 2005,a). Arguably, this definition can be linked to the description of internal corporate events, since they are arranged for the employees of a corporation. In addition, as with most events, there is a fixed program that entails some kind of message that is aimed to be communicated through the event, it has its participants in the form of the corporate employees, and there is some purpose or a theme with the event.

As stated earlier, events aim to offer holistic experiences to its participants. These participants may be employees of a company or an organisation that, through this event, seek to educate these employees or to create, convey and develop a solid company spirit within the workforce. These events may be regarded as internal events, which are arranged for the employees of a company to which the corporation seeks to communicate a message through the event.

As defined previously, internal corporate events are activities arranged for the employees of a corporation or an organisation, either on corporate level, national level or international level. Corporations and organisations may operate on a local and a global level (Borg, 1996). It may refer to one single department or group of employees from one corporate office up to specified employees from one and the same group from every corporate office that may be located in several countries across the world.

3.7.2 The Purpose of Internal Corporate Events

Internal corporate events may have different purposes, which are likely to vary depending on the type of corporation, their purposes and goals, the number of participants, and from which departments or countries the participants originate. Behrer and Larsson (1998) mention some purposes of internal events, such as to create corporate image, to bring attention, and to generate product knowledge among the employees.

Events may also be created with the purpose to act as a gathering point (Behrer and Larsson, 1998). At this gathering point, it is likely that several opportunities will open for communication and interaction amongst the participants of the event, in this case the employees of the corporation. This will not only create a social setting, where relationship building and sharing of knowledge is possible, but it is also an opportunity for the company to educate the employees. Hence, gathering the employees for a specific purpose is arguably one of the main underlying purposes for an internal corporate event.
O’Toole and Mikolaitis (2002) explain that corporations, and arguably organisations, use corporate events to communicate corporate messages, through, for example sales performance, product developments, and rewards, to their employees. Arguably, corporate events may furthermore be viewed as excellent opportunities to connect employees to corporate beliefs and internal operational views. As an example, corporations tend to have annual conventions in order to inform their employees about corporate success of the year, and about future strategies for the organisation, hence a common approach for corporations to convey corporate messages to their employees. In regards to internal conferences, these are designed for the corporate employees. For larger corporations, there may be facilities at the headquarters or the corporate site that are designed as conference facilities for these meetings.

3.8 EVALUATING INTERNAL MEETINGS AND EVENTS

The term evaluation is defined by Getz (2005, a) as representing the placement of value on something, which furthermore frequently use quantitative measurement techniques.

“Event evaluation is the process of critically observing, measuring and monitoring the implementation of an event in order to assess its outcomes accurately.”

(Allen, O’Toole, McDonnell and Harris, 2002; pp.389)

What this means is that an evaluation can assist in delineating the critical elements of an event and its purposes/goals and to determine whether or not the outcomes were successful. An essential characteristic for all evaluation and measurement of events, or for anything for that matter, is arguably to have set goals from which to be guided in the evaluation process. The information derived from the evaluation, however, arguably depends on the design of the evaluation, the purposes derived from the organiser’s wishes, and how the questions are formed and the evaluation is carried out.

3.8.1 Why Evaluate Meetings & Events?

According to Eckerstein (2002), it is important to consider why the evaluation should be made and how it can be used in the future. From a quality perspective, evaluations allow the organisers to learn from their experience and to improve their operations and future planning of events (Van der Wagen, 2001). Hence, prior to making the actual evaluation, and designing it, it is significant to know and specify the purpose of the evaluation. In addition, since the event industry is still quite young and continuously developing, honest and critical evaluations are relevant to increase the credibility of the industry in order to demonstrate the outcomes, the benefits and the limitations (Allen, et al., 2002). Consequently, if
properly applied and used, event evaluations are the key to the continuous improvements of the events, and furthermore to the standpoint and reputation of the event industry.

Mossberg (2000) explains event evaluations to be a process with the purpose to assess the actual outcomes of the event, out of which the process is guided by three criteria; appropriateness, effectiveness, and efficiency. Here, the appropriateness addresses the issue of whether the objectives meet the needs of the participants; the effectiveness focus on the degree to which the objectives are met; and the efficiency identifies to what cost and time the outcomes were achieved (ibid.). Hence, not only is it significant to evaluate the expenses in time and money values, but also in regards to more “soft” values such as opinions and feelings of the participants. Getz (2005, a) supports this partially, by referring to the words effectiveness and efficiency to be frequently associated with event evaluations. Here, effectiveness is a measure of goal attainment or how well the objectives were reached, and efficiency being a measure of the use of resources, meaning how the money was used, how much money was used and how the resources were used (ibid.).

Getz (2005, a; pp. 451) presents a few practical reasons as to why events should be evaluated:

- To identify and solve problems.
- To find ways to improve management.
- To determine the worth of the event or its programs.
- To measure success or failure.
- To identify and measure impacts (cost and benefits) of the event.
- To satisfy sponsors and other stakeholders.
- To gain acceptance/credibility/support.

3.8.2 Characteristics of Meeting & Event Evaluations
As stated by some researchers (Cleland, 1999; Eckerstein, 2002; Watt, 1998), evaluation of events should extend throughout the whole life cycle of the event, whereas others mean that evaluation occurs in different stages of the event, that is before, during, and/or after the event (Karlsson in Carlberg, 2005,c; Van der Wagen, 2001; Allen, et al., 2002). Event evaluation, in general, is a process that take place throughout the event management cycle, however, as Getz (1997) stated, there are three periods of the event when evaluation is practical and appropriate to apply; the Pre-event assessment, Monitoring the event, and Post-event evaluation. The Pre-event assessment, generally taking place in the planning stage of the event, is designed to outline the required resources for the event, and it may further include comparisons with previous events, and also assessment of what to evaluate and measure from the event (Allen, et al., 2002). Arguably, the evaluation strategy should in any case be determined in the
planning stage of the event. Monitoring the event is mainly about tracking the progress of the event and its different stages, allowing for adjustments (ibid.); hence, this is all about making observations of the performance of the event. The Post-event evaluation gathers statistics and data on the event with the purpose for event planners to analyse this information in order to determine whether the event was successful or not (ibid.). This form of evaluation is arguably the most common one. This information can furthermore be used later on when planning for coming events.

3.8.3 Strategies for Meeting & Event Evaluation
Evaluations of events differ, and most likely so because corporations and organisations have different goals, objectives, purposes, and strategies associated with their event. For example, one important aspect to evaluate is whether or not the message that aims to be communicated to the participants of the event actually reached them (Behrer and Larsson, 1998). Arguably, the evaluation strategies should reflect these aspects in order to present the most useful results. Evaluation can be consisting of financial statements, comparisons of planned and actual results, communication and control procedures (Eckerstein, 2002). Hence, when planning the evaluation for events, it is very important to know what information is required and desired from the evaluation. This type of information can be derived from questionnaires filled out by the participants before, during and after the event. Other techniques could be through forms or personal interviews, or small focus group discussions (Van der Wagen, 2001).
CHAPTER 4: RESULTS FROM INTERVIEWS & SURVEYS

This chapter presents all the empirical findings of this study. Initially, a brief presentation of the participating individuals is given, after which the research findings are grouped together according to the 5 main research areas. First, a clarification of definitions from the survey is given. Secondly, the present situation of the industry is presented along with future thoughts. Next, the area of planning and evaluation of events is addressed. The last sections focus on ICE in relation to communication and motivation respectively.

4.1 DESCRIPTIONS OF RESEARCH PARTICIPANTS

Contacts for the interviews of this thesis were made in accordance with three background considerations. Primarily, event companies were chosen due to their professional knowledge in the field, companies that hold and arrange internal corporate events were selected in order to exemplify and demonstrate how these internal events can look like, and finally, industry news publications and organisations were addressed in order to acquire most possible up to date information about the activities in the event industry in the areas of the research.

The individuals that participated in this survey came from three types of businesses, A) from Event Companies, B) from Event Industry Organisations, and C) from Corporations that use ICEs in their operation. As stated earlier, and as can be seen below, successful responses were returned from a total of 10 individuals.

The Event Companies have between 3 and 45 employees. These companies are mainly based in Stockholm and Gothenburg, where their main operations are held, however, some operate in the whole of Sweden and a few even to some extent in other countries. Just out of curiosity of the diversity in the capacity of these event organisations, one question asked for how many events they arrange. The interesting response displayed a range from 10 up to 700 events per year.

Eventbolaget, based in Gothenburg, include all the Nordic countries in their business range. They explain themselves to be a partner in communication with emphasis on experience marketing. Their main focus is in the area of Event Marketing, primarily towards consumers.

Hansen Conference & Event AB has their head office in Gothenburg but do also have subsidiary offices in Stockholm, Malmö, Växjö, and soon about to open one in Oslo, Norway. As a business concept, they aim to “build business relationships and create successful methods of communication for the Nordic
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

clients, using tools of dynamic meetings, unique experiences and inspirational travel.” Hence, their business idea is not only focusing on meetings in some form, yet they are moreover concentrating on the importance of communication in association with meetings.

**ICE Management AB – Arrangörerna Väst**, based in Gothenburg, attend to national and international customers by offering to arrange conventions and events that aim to be creative, communicative, and target oriented meetings in-between individuals. As a whole, they plan and organise for conferences, congresses, product launches, and internal and external events.

**Svenska Eventakademin** – an institution in the shape of a forum with the purpose of creating an arena for the actors within the industry, to encourage professional dialogues within the industry and to assist in the overall development of the event industry.

Another Event Company is based in Stockholm, although operating in the whole country. Henceforth, they will be referred to as **Event Company E**.

The two Event Industry Organisations can both be described as having very close relationships to the meeting and event industry, and they are very well informed about what is going on in this industry. They also perform research in this area, which was a good enough reason for which to contact them. They will from now be referred to as **Industry Organisation A** and **B**.

The Corporations can be described as being medium to large in size with an employee number of about 60 to about 2500, operating nationally and internationally. **Corporation A** operates globally and there are many different nationalities in the workforce. It is very common for them to have crossover contacts as a part of the daily business communication. Many of the employees have higher education. **Corporation B** operates primarily in Sweden. **Corporation C** operates in the meeting industry with daily contact with different nationalities. They have developed four key words to describe their operations – Creativity, Pleasure, Hostmanship, and Experiences (author’s translation).

### 4.2 DEFINITIONS FROM THE INDUSTRY

**Question:** *How would you define the term Internal Corporate Event?*

Håkan Sterner at Svenska Eventakademin defines Internal Corporate Events as an event that is primarily directed at the employees and perhaps also the closest stakeholders. The need to communicate a message is formed, and the best way
to communicate this message is during a personal meeting, i.e. an event. Sterner’s definition of an event is “A meeting between people with a clearly expressed purpose and a measurable goal, which furthermore is held under positive circumstances.”

One Industry Organisation, A, defines the term of internal corporate events as “Where external actors are not involved.” They continue by explaining that ICE offers a ground for interaction, communication and teambuilding. They also gave a general definition to the term event to be in regards to an occasion when someone external is hired.

Benny Karlsson at Hansen Conference & Event AB defined event as entertainment, a relations creating activity. The underlying reason to the event needs to be known and clearly outlined, as he continued to explain, and for events there is a need for underlying motives with a goal. With events, it is important to 1) Show your brand, 2) Create relations, 3) Communication. He briefly defined ICE as upgraded conferences.

Carina Kloek-Motin and Wendela Sanne Öhrnell, at ICE Management AB, described internal corporate events as events arranged when you want to reach your employees internally with a message through a meeting between the employees. The key words that dominated the discussion in this area were meeting, message and employees.

One Industry Organisation, B, stated that internal corporate events are all about increasing the level of motivation with the employees and to reward them. This could be established through a trip abroad, a spa visit or by having a presentation given by some visiting lecturer in order to increase motivation.

Another Industry Organisation, A, stated that the term event is being redefined. The motive to this, given by them and other respondents, was that the term seem to have had a somewhat negative connotation for some time, and this perhaps most often because of people’s insecurities of what an event actually is, and also since the view of events has most commonly been known as simply being about having fun and that the event actually does not provide valuable outcomes other than fun memories.

One of the Corporations, A, defined the term as internal meetings or conferences that are designed for the purpose of increasing knowledge and awareness among the employees. Corporation B explained their view of internal corporate events as being about getting people together and to have fun together. Corporation C defined these events as being employee activities for parts of or for the whole company.
4.2.2 Examples of Internal Corporate Events

**Question:** Which best describes your Internal Events? Give examples.

There were several different examples given, where a few are conference, educational meeting, Christmas party, employee festivities, sales conference, teambuilding, jubilee, product launch, rewards, organisational changes meaning corporate fusions and separations, and kick-offs. ICE Management AB stated first to have a *meeting*, followed by a *dinner*, and possibly to include some *activity*. The important thing to remember was that the message was the most important element with the event, followed by a dinner and/or an activity. Event Company E stated *conferences* and *seminars* as examples of commonly occurring internal corporate events.

One question asked was in regards to what best would describe their internal events. The alternatives given as response options were of education, communication, holiday, increase motivation, having fun, incentive, and theme. Own suggestions could also be added. Clearly, the alternatives of *increasing motivation* and *having fun* dominated, followed by *education*. Other answers included communication, holiday, incentive, and theme, and additional ones were team building and Christmas party or summer party with activities.

4.2.3 Common criteria for Internal Corporate Events

**Question:** What are the main criteria for your Internal Corporate Events?

Industry Organisation B gave four main criteria for their internal corporate events, which were good food, good mood, high hopes, and team spirit. The main criteria for internal corporate events, given by Corporation A, were to have the meeting topics to be relevant in relation to what the participants work with, the meetings should be relevant, joint activities to enlighten the atmosphere, joint dinner, or to have an invited guest that is not part of the group to give a speech or some kind of performance. Corporation C mentioned elements such as:

- Food & drink
- Festivities
- Activities, preferably in mixed groups
- To arrange it on a time and day on which many are off work, i.e. most common on a Sunday.
4.2.4 Differences between Internal & External Corporate Events

**Question:** What are the differences between the internal and external corporate events?

Johnnie Karlsson at Eventbolaget stated that when looking at event marketing or events, the concern or focus should not be about money or costs, but what is possible to get back from the event. In order to get the desired outcome from an event, there needs to be clear and set goals. If looking at any differences, Johnnie Karlsson explained, internal events are smaller in the sense that they have fewer participants.

Håkan Sterner at Svenska Eventakademin, on the other hand, doesn’t see much of a difference between internal and external events, although he recognises that perhaps another type of language is used during internal events. The message for internal and external events tends to get smaller, and today, same type of information tends to be given to employees as to the customers. Industry Organisation A stated that the differences depend on the company and the company’s view of the event and its purposes. As an example, they stated, Ericsson’s internal and external events are equal in size, whereas, a smaller company may emphasise the external events more.

The General Manager at Hansen Conference & Event AB, Benny Karlsson, stated that for all events, there are three important elements 1) Show your brand, 2) Create relations, 3) Communication. In regards to external events, more money tends to be involved since the brand needs more emphasis. The same goes with creating relationships, and with communication that should be stronger and more extravagant to get a higher effect. For external customer events, there is more work to get a high level of attendance. For internal events, it is easier to get a higher attendance, by simply stating that attendance is compulsory, as he explained, and furthermore that internal events tend to be more relaxed.

According to ICE Management AB, the difference between internal and external events depends on the purpose of the event. Traditionally, there were differences in that internal events, for example by them having lower budgets, however, nowadays there is not much difference. The differences seem to depend somewhat on the company as well. Larger corporations tend to spend relatively similar amounts on internal and external events, whereas smaller companies may spend more on their external customers. Event Company E stated that the biggest difference between internal and external events remain in the size, mainly in regards to the number of participants.
4.2.5 Elements of an Event

**Question:** A fair is said to hold 3 important parts – the seller, the buyer, and the fair organiser – what can one say the parts are in regards to an event?

Motivate.

At Eventbolaget, Johnnie Karlsson explained a meeting to be about a two-way communication with the two parts of the sender and the receiver, which are also participants during a meeting. He continues by explaining the event business to be like a live broadcasting, which means that there is only one chance to do the job right, and perfect performance needs to be given on that one time.

According to Sterner, at Svenska Eventakademin, a fair needs to adjust itself to new demands of interesting communication. The sellers and the buyers of tomorrow need to make the meeting with the customer as efficient as possible, in such a way so that the experience and the senses will become more fulfilled, he explains. Here, the event industry can contribute with necessary solutions.

Industry Organisation A observed two parts of an event, the sender and the receiver.

At Hansen Conference & Event AB, the view in relation to the different parts of an event is more developed. According to them, the organiser plays an extremely important role in creating and arranging the event, so that the seller can actually spend their time focusing on the selling process and the buyer at the buying process. The organiser, therefore, should act as a host to the seller to make it easier for the seller. The partners at ICE Management AB stated the producer, the buyer, and the visitor as parts of an event. More developed, they explained that one part is occupied by the customer of the event company, meaning a corporation that seeks to arrange an event; another part is the event company arranging the event; and the final part is the customer, meaning the customer to the corporation.

4.2.6 Internal Corporate Events – for whom are they arranged?

**Question:** Are all of your internal events available for all your employees or are some events only available for some groups?

Corporation A replied that their internal corporate events are held for all employees a department, group, or project. These events can also be arranged on a geographical perspective, meaning arranged for a specific region, city, or nation. In any case, it is important to make sure that these events are cost effective. Corporation C described that they have internal corporate events 2-3 times per year that includes all employees, in the form of employee festivities. In addition to these events, they have activities arranged on a departmental level and “stab level”.
4.3 PRESENT & FUTURE VIEWS FROM THE RESEARCH

4.3.1 The Meeting Industry today

**Question:** How does the meeting industry look like today, according to you?

The meeting industry, according to Johnnie Karlsson at Eventbolaget, has been professionally secured with the customer and the organiser. When arranging meetings, it is important to segment the demands and simplify for the customer. It is furthermore about developing strategies and to niche oneself towards something. This industry is quite widespread and diverse with many actors, and therefore, it is imperative to niche oneself in order to survive and to battle competition. This survival depends on the ability to fragment oneself. It is, furthermore, and perhaps most importantly, about including all the senses in the meeting experience. And last, but not least, the industry is dependent on feedback and communication.

According to Håkan Sterner at Svenska Eventakademin, the meeting industry, the event industry, the entertainment industries as well as the experience industry are all part of the most expanding industry in Sweden today. There are good predictions for the actors in these industries in Sweden to become world leaders within the meeting industry, and predominantly with regards to the areas of event and event marketing.

According to Industry Organisation A, there is an increasing demand in the meeting industry. In addition they state, with support from statistical information, that there are several indicators of an increasing demand within the meeting industry and the experience industry, and overall, the competencies within the industry are increasing.

Benny Karlsson, at Hansen Conference & Event AB, explained the event industry to include three main actors – Advertising agencies, Travel and Experience agencies, and Entertainment. According to him, these actors need to trust each other and try to work closely together in a network towards joint goals and this in particular since Sweden doesn’t have that much specific to offer, so there is a greater need to create something, for example, the need to package experiences. Events are regarded as a new communication tool; a very mature form of communication. It is difficult to define events, and perhaps there is a need to leave the term event in order to reach a better understanding. According to the executives at ICE Management AB, the event industry shows a constant growing trend, which tends to be either “on” or “off” and right now it is ON.

4.3.2 The importance of Events for the Tourism Industry

**Question:** How important is the event industry for the tourism industry?

Most respondents agreed that events play a very important role for the tourism industry. Carina Kloek-Motin and Wendela Sanne Öhrnell at ICE Management...
AB also added the importance for a city to emphasise on the MICE industry. Many people that come to a city or region for the purpose of a meeting may likely come back later as a tourist. Especially if they experienced a positive visit the first time.

According to Johnnie Karlsson at Eventbolaget, all individuals, corporations and organisations in the industry should cooperate in networks. For example, active members in a region should work together towards the same goal of developing that region. All industries should be integrated into one team and the purpose should be to develop that region and make that region prosperous with a strong competitive advantage. This cooperation may result in a successful concept with increased capital, increased competencies and a strong and growing region. Benny Karlsson, at Hansen Conference & Event AB, supported this argument, and added that there is also a need for creative marketing for that region.

4.3.3 Corporate Events in Corporations today

**Question:** Are corporate events commonly occurring for companies today?

**Comment.**

Corporate events are increasing, according to Johnnie Karlsson at Eventbolaget, and these events are likely to increase more and more in the future. One explanation that he gave to this statement was the shift in generations, especially in regards to management. The younger generation that is now more and more taking over management positions and are more susceptible to events and all that these incorporates. Events are necessary for the future, he continued. The younger generation is looking upon changes in a holistic way and they are incorporating many aspects in their way of living, he explained. Hence, it is more and more about creating a lifestyle, what activities to partake in, how to look, feel, and arguably, it is about including all senses into a lifestyle, as Johnnie Karlsson stated. Therefore, the activities of an event need to communicate “the right thing”, meaning what they are, how they want to be seen, and what they mean. Hence, it is good to use events since they include all senses, which is necessary to regard for future business making as he concluded.

At Svenska Eventakademin, Håkan Sterner has recognised the value of a well directed meeting can easily see the difference compared to an aimless and badly prepared event. The big difference is the professional dialogue, a qualified way to carry out the event and a purposeful follow up and evaluation.

At Hansen Conference & Event AB, the most commonly occurring events for corporations are Christmas and summer parties, and also start up events in August/September and January/February. At ICE Management AB, they gave a reason as to why events are commonly occurring at corporations today, which was that events have more and more become a part of marketing today, and larger companies and corporations even have their own event department.
4.3.4  ICEs & its importance for the Employees

**Questions:** Is it of importance for you and for your employees to have internal corporate events? How important is it for companies to arrange internal events for their employees? Motivate.

Internal corporate events were regarded as very important for the employees by all the respondents. Benny Karlsson, at Hansen Conference & Event AB, has observed a need to awaken feelings when corporations arrange internal events for their employees. He explained this by stating that the memory remembers meetings and events, and thus, the level of importance for these meetings is increasing more and more. There are new generations entering the work force and therefore there are new demands to meet, and these new generations not only have other demands, overall they see things differently, as he explained it. And to them, they highly value their lifestyle, he concluded.

Corporation A explained that internal corporate events are important because they work as a teambuilding activity at the same time as the competencies of the participants are increased into a joint vision. It is all about getting to know your co-workers. Corporation B described the importance of developing and creating a good atmosphere within the company. Corporation C mentioned the importance of creating a community across departmental borders, which furthermore emphasises increased motivation and which represents an appreciation for the employees’ good work.

4.3.5  ICE & its importance for corporations, markets, & Sweden.

**Question:** How important are internal events for corporations, the market, Sweden?

Håkan Sterner, at Svenska Eventakademin, explained that if the corporations will become better at engaging their employees in their work, the competence and the efficiency will increase, which will lead to more successful corporations, which will lead to a better economy. At Hansen Conference & Event AB, they expressed the importance of the event business and its contribution to regions and the country, and in Sweden, the industry has high growth potentials and is therefore significant for the economy.

Industry Organisation A state that internal events are important for companies, however, these needs to be thoroughly planned and laid out. “Events are the key for corporate success”, they stated, and also that Sweden is superior in producing events, which is something unique and of which we need to take advantage. According to them, Sweden is regarded to be far ahead in this industry with the ability to produce high quality in many levels.
4.3.6 Future trends & developments in the Meeting & Event Industry  

**Question:** *How do you think the future looks like for the meeting and event industry?*

As Håkan Sterner from Svenska Eventakademin stated earlier, the event industry is expected to expand and Sweden is regarded by him to possibly become world leaders in this industry. According to Industry Organisation A, the meeting and event industry constantly needs to be improved, especially in regards to better skills in the employees. This industry is all about being able to prove what you work with. The industry is sensitive, he explained, and if there is a time of recession, the companies cut down on events first. However, according to him, there may be possible opportunities to gain market shares from the advertising industry.

At Hansen Conference & Event AB, higher demand and pressure on everyone involved in the industry was identified as market trends. In the future, there is probably a need for better precision in the industry. The buyer of the event, say for example a corporation, should be clear in regards to why there needs to be specific attention given to the event, they stated, and the maker of the event, i.e. an event organiser, should be attentive and sensitive to the needs of the corporation. Increasingly, they believe that there will be bigger demands on the final effect of the event in the future.

At ICE Management AB, they stated that the meeting and event industries are tough and competitive industries, which furthermore is likely to demand for higher education and competencies. They further believe that more companies are likely to get eliminated because of the tough climate and that only the strongest of these companies will survive. In addition, they explained that there is an increasing focus on the “self”, meaning a more individual and personal focus. Overall, there seem to be a trend towards a more holistic focus. What may increase, they explain, is that companies have a better understanding for this business and there is a greater understanding for outsourcing this service.

4.3.7 The Future of Internal Corporate Events  

**Question:** *How do you think the future looks like for Internal Corporate Events?*

At ICE Management AB, they believe that the future for internal corporate events should be brilliant. However, they recognise the possibility of more focus to be put upon more technically developed meetings at the “home office”, and hence, overall, there may be less travelling and more video conferencing. They also identified the possibility of each country to likely arrange their “final party
of the year” in their own country. Industry organisation B explained that the future of internal corporate events is highly dependent on market fluctuations. In addition, they stated that the quality of the event industry depends on what the event industry actually delivers.

One Industry Organisation, B, believed in a growth in the area of internal corporate events, although with the trends of becoming shorter and more effective. The arguments that were underlying to that statement were that they believed it is difficult to keep people away, partially since it takes time away from work but also from their private life. They continued by stating that in the event and conference industry as a whole, it is important to measure the effects of these activities, however, it is not regarded as equally significant for the internal events, since these are still in fact more about having a good time and to be inspiring. When it comes to events with an educational purpose, it appears to be different. In these cases, they explained, it is important that the education gives results, and that it is also important to make follow ups.

Corporation A believed the future of internal corporate events to regard more cost effective solutions and that these events will be smarter planned, although on the whole still very necessary for the corporations. Face-to-face meetings can never be taken away, as they stated.

At another Corporation, C, the view was that many people talk about the importance of teambuilding, however, it is easy to cut down on employee costs when there is a need to save money in periods of recession.

4.4  PLANNING AND EVALUATING EVENTS
4.4.1  Planning for Internal Corporate Events

Questions: Please give a few examples of corporate events that you arrange. Do you follow specific strategies when planning for internal corporate events? Explain.

Johnnie Karlsson at Eventbolaget, which primarily work with Event Marketing, explained that all events must relate to something, for instance a profit of some sort. Event Marketing is all about creating consumer friendly activities, purposed for the end consumer, he stated. One can say that it is all about a Business-2-Business relationship, or in this case, a Business-2-Consumer relationship, as he stated.

Svenska Eventakademin arranges events on jubilee occasions, and they arrange projects with the purpose of strengthening the distribution of a message. One event company, Event Company E, stated employee parties, kick offs, city centre events and conferences as example of events that they arrange.
Industry Organisation A explained that they hold events of different shapes, for example educational days, they hire theatres and actors for assistance, they arrange Christmas parties, and they also have other employee festivities. Hansen Conference & Event AB arrange all types of events, but mainly kick-offs, sales conferences, national conferences, product launches. ICE Management AB arranges all forms and size of meetings in-between people. There are different names for different meetings.

At Corporation A, all internal events are aimed to be cost effective and time effective, of which the latter is of especial importance for global meetings. It is more cost effective to have most meetings, if possible, in their own office location, as they stated. Another example they do to keep the costs down is to try to return the participants back to their homes the same evening as the meeting or event, which makes it cheaper for the organiser since they then do not need to pay for overnight accommodation. Another strategy they mentioned was to try and make delegates share the same taxi to and from the airport, or have a bus to solve the logistics of the event. An additional element that needs careful planning which they addressed was in regards to the invitations and RSVP to the event. The solution for this company is a website with information only in regards to this event, so all delegates are sent an email with the link to this website, on which they can access useful itineraries, schedules, information about speakers, and travel arrangements. On this website they can also reply if they will attend the event, and sign up for travel arrangements and meal requirements. This is regarded as a very useful and convenient tool for the secretaries and the event planners. Hence, they do follow some general strategies when planning for internal corporate events.

4.4.2 Purposes & Goals with Corporate Events

Questions: What purpose do your corporate events usually have?
Do you have set goals with the events that you arrange? Explain.

Clearly, most responses from the survey indicated that the main purposes of corporate events are for the events to be pleasurable, educational and motivational. Here, Hansen Conference & Event AB also added commitment and enthusiasm to the list, and one of the Industry Organisations further added teambuilding, participation, work climate, and having fun. In addition, ICE Management AB stated that motivation was the most important purpose, with education next, followed by pleasure.

Corporation A stated that they do have set goals for the events that they arrange, and these were in relation to Information, Education, and Commitment. They continued by explaining that information needs to get out to everyone at the same time, education is about the exchange of information, and that people
should feel committed, so commitment is about contacts. Everyone needs to be updated, so the manager updates some information and then sends that information out to the relevant group respectively. Corporation C replied that they for the most time do not have set goals with their internal corporate events, only on some of them when the goal can be about brainstorming as an example. According to Corporation A, commitment, motivation and understanding are elements that are important for the corporation to create with the use of meetings or events.

4.4.3 Corporations & Event Organisers

**Question:** Do you hire other event organisers or do you plan and follow through all the events yourselves? Explain.

The Event Companies that responded to this survey all stated that they sometimes acquire outside assistance from other event companies or professionals. The reasons given to why outside help is needed were that additional competencies and professional expertise may be needed, and that it is impossible to do everything on one’s own. For example, when arranging an event in another city, it is not possible to have all the connections that may be needed in order to arrange everything around and for the event. A few examples of what other professionals that may be contracted were actors from improvisational theatres, caterers, and airlines. Arguably there are many more, but here were just a few examples.

At Corporation A, all events of less than 100 participants are arranged by the corporation itself. However, they do hire assistance from other event organisers for larger events. The need for further assistance also depends on time and resources, and geographical locations, they explained. If there is a tight schedule and not enough time to arrange an event, they seek assistance from outside, as is the case with having events at other geographical locations, where the corporate event planners lack the expertise of the local suppliers and possibilities. This further point to the next area of investigation of indirect and direct producers in regards to events.

4.4.4 Indirect and Direct producers when Planning Events

**Question:** Are there indirect and direct producers in regards to the arrangements of an event? Explain.

According to Håkan Sterner, at Svenska Eventakademin, an event producer has significant influence on carrying out the event and the dramaturgy of the event. In some cases, an experienced producer can arrange, lead and carry out the work himself, and in other cases, there is a need for producers and directors with more specific knowledge, he explained. All in all, the responses stated that there are subordinate producers that can be indirect producers for an event. Airlines, tent
companies, caterers, sound and light technicians are a few examples of indirect producers given from the survey.

4.4.5 Outcomes of Internal Corporate Events

**Question:** What types of outcomes do you expect out of your Internal Corporate Events?

- Increased motivation
- Increased comfort at work
- Better morale at the workplace
- Empathy between co-workers
- Employee punctuality
- Increased loyalty
- Improved customer relations
- Increased sales
- Increased efficiency
- Increased sense of security
- Demonstrated employee appreciation
- Lower employee absence
- Encouragement of suggestions and ideas
- More networking
- More positive environment

The above were the most common answers to what one might expect or desire as outcomes of internal corporate events. Some even added increased understanding and increased creativity.

4.4.6 Limitations when Planning Events

**Question:** Are there any limitations as to what you can create in regards to events? Explain.

ICE Management AB stated *weather* and *budget* as possible limitations to when arranging events in general, but overall; there should not be any other limitations to the creation of events. Håkan Sterner at Svenska Eventakademin mentioned *trustworthiness* and *morale*, which was supported by the statement from Benny Karlsson at Hansen Conference & Event AB, explaining that there may be *ethical* and *moral* limitations that need to be considered and respected when creating events.

4.4.7 Measuring Events

**Question:** Do you measure the results of your events? How? Explain.

Corporation A mentioned that they incorporate measurements and evaluation systems to all their events, and mainly by the use of questionnaires. The information they get from these questionnaire reports are put together so that when they plan the next meeting they can use that information. In this way, they can avoid making the same mistakes twice and they can also use the good strategies again. In addition, it gives them an opportunity to make changes to the elements of the meeting that were not highly valued. For example, in the case a conference was held at a hotel, the evaluating questions could concern issues
like the level of service at the hotel, appropriate location of the meeting, enough
time for discussions and breaks, general opinions about the outline of the
meeting and whether the meeting was regarded as necessary or not, they
explained. These questionnaires are in most cases handed out for meetings of
about 100 participants, but it does happen that they do this evaluation survey for
larger meetings with up to 700 participants.
Corporation C declared that they distribute yearly questionnaires to the
participants of the events, meaning to the employees, in order to measure “the
comfort level”.

4.5   ICE & COMMUNICATION
4.5.1 How to best communicate to employees

Questions: How do you communicate to your employees? If improvements
would be done to communication strategies, what should that be?

Examples given in the survey were face-to-face, telephone, memo, word-of-
mouth, Internet, meetings, notice board, lunch, email, letter, internal newspaper,
brochures, incentives, conference, events, and coffee breaks. Most of the
respondents replied that all of the alternatives were important and all of them
were used. However, the ones that were the most common means of
communications were face-to-face, telephone, meetings, email, incentives,
events, conference, Internet, and during coffee or lunch breaks. Intranets were
also frequently mentioned.

In addition, all Corporations stated that they have good communication within
their company, and they believed strongly that good communication can assist a
company towards success. Furthermore, in the case of the need to improve
communication within a corporation, communication should occur more often
and with improved routines, for example through an Intranet, as they explained.

4.5.2 What is good internal communication?
Question: What do you regard good internal communication to be? Describe.

Industry Organisation B stated that good internal communication is when
relevant information is reached by all employees. This also means that it is not
so good to get irrelevant information in too large quantities, as they explained.
Therefore, having short meetings regularly with possibly everyone participating
is one useful approach, and then also for different departments to have their own
meetings as well where they bring up useful information that is only relevant
within that department in addition to other meetings would be advisable, they
stated. Meetings take time and if the meetings are too long, too generally
outlined, and too frequent, this may cause irritation and the decrease the interest
for participating in those meetings. Therefore, they pointed out, different departments should have separate meetings and then there could be one weekly meeting for all departments.

Corporation A explained their view by stating that clear communication is the best, and that it is better to have brief communication rather than descriptions in endless details. Communication should furthermore be relevant, fast, and to the right target group, which was their opinion.

Corporation C stated that they provide every employee with the information they need in order to perform their work, and the corporation make sure that they feel comfortable and secure with that information. Furthermore, they expressed the importance of making sure that the vision and values of the company go through all communication of the corporation.

4.5.3 Communication & Internal Corporate Events

**Question:** Can companies use internal events as a means to communicate to their employees? Motivate.

Overall, by the majority of the respondents, internal corporate events were regarded as an appropriate strategy to use when communicating to the employees. Johnnie Karlsson at Eventbolaget state that the employees need to have knowledge and get proper education and training in order to perform well, which can only happen by communicating relevant information to them by the use of appropriate communication strategies. When employees feel that they know their field, then they can also be proud of what they do or for whom they work, he added. Eventbolaget provides information and training to the employees of the companies, for which they are holding events, meaning the client of Eventbolaget. This will increase the level of service they can provide and they can therefore reach their goals, Karlsson explained, and hence, information and communication is the key to success!!!

4.5.4 Relationship between internal events and company success

**Question:** Can you see a direct relation between internal events and company success?

Industry Organisation B explained: “If there is a course in motivation, everyone can get a dose of inspiration. Is the meeting about sales, then the result can be about better selling techniques. If the meeting aims to increase the unity of the team, the result can be that there is an increase in work motivation and that people will work better and more effectively together. All these may have financial results in the long run.

Corporation A mentioned the need to ease the communication by, for example, talking to someone together with whom one attended the meeting. Corporation C explained that motivation and community create work pleasure and efficiency.
4.6 ICE & EMPLOYEE MOTIVATION

4.6.1 Incentives & Employees

Questions: How important are incentives for the employees? A lot of focus has for a long time been on the customers of companies. How about the employees? How important are they to a company? Can internal corporate events be used as incentives? Comment.

Overall, the respondents in this survey did not regard incentives as being overly important for the employees. There seem to have been a decrease in the popularity and use of incentives, as indicated by some respondents. According to the team at ICE Management AB, if incentives and motivational strategies for the employees are used, these should be for the employee personally, and some sort of strategy for the use of these incentives would be wise to set up.

For Corporation A, a company that focuses on research and high educational knowledge, the employees are very important and highly valuable. In addition, high competencies in specific areas and rules or regulations may also assist. Corporation C stated: “As a service company, we regard ourselves as being the product. We do not sell our product without a pleasant experience”.

Håkan Sterner, at Svenska Eventakademin, believed in the use of incentives as an attractive way to allow the employees increased participation in the operation through the encouragement of experiences. Other examples that were given of incentives by the respondents were dinner, travel, gifts, parties, bonus, and do things together. Internal corporate events were, by some regarded as examples of incentives for the employees. The main purposes for using incentives were to increase motivation and the comfort at work, to create a better working environment, to increase sales, to increase efficiency, for encouragement, and for increased loyalty, as summoned from the responses.

4.6.2 Incentives & its effects

Questions: Do incentives affect the productivity of the employees within the company? Do incentives affect the employee’s productivity in the company? Can incentives affect employees negatively? Motivate.

One focus was to identify whether incentives may have negative effects on employees. Industry Organisation B explained that with them, incentives were primarily used for the sales force, and these employees may experience unfair sales goals depending on what type of sales project they are working on. Hence, jealousy and comparisons may be common in these cases, as they stated. Therefore, they explained, it is important to have comparable requirements in
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

regards to sales competitions with attractive prices. Corporation C stated that having unrealistic goals can have the opposite effect, which may affect the employees negatively.

However, overall, incentives were regarded by the respondents as being able to affect the productivity of the employees, especially in case the corporation is operating against results. One Industry Organisation further stated that increased motivation will give more efficient employees.
CHAPTER 5: ANALYSES

In this chapter, the analyses and discussions of the findings are presented along with comparisons from literature, previous theories and own opinions. The main focus areas are clarification of definitions, present and future aspects of the meeting and event industry, planning and evaluation of events, and the role of internal corporate events in relation to the areas of communication and motivation.

5.1 ANALYSES OF DEFINITIONS
5.1.1 Definitions from the literature

*Events*

The definitions of the term event explained that it regards an activity that goes on during a marketing activity by a corporation, and it includes the actions of a corporation’s marketing strategies. These events are temporary occurrences, either planned or unplanned. They have a finite length, and for planned events this is usually fixed and published. Hence, events are a one-time or recurring event of limited duration, which is held no more frequently than once a year. Events are furthermore seen as an activity that gathers a group together in time and space, during which an experience is created and a message is to be communicated, hence, it is a result oriented and relations creating activity. The activity further has a specified program and an organising body. Events are, apart from the intrinsic objectives, e.g. sport, culture, religion, developed primarily to increase the awareness, appeal and profitability of the host city, region and/or country as a tourist destination.

*Internal Corporate Events*

Corporate events are activities that are arranged for the employees in a corporation. These events can be arranged for either the internal or external environment of the corporation, meaning either for its customers, shareholders, sponsors, and suppliers, or its employees. Internal corporate events are produced by or for a corporation as a part of its marketing or other managerial function. Internal corporate events furthermore tend to have obligatory attendance from the employees of the corporation. These events are also created from a fixed budget and some kind of program or theme to follow that reflects the culture of the corporation or its purposes with the event.

5.1.2 Definitions from Interviews & Surveys

*Events*

An event has been defined as a form of meeting between people with a particular purpose and a measurable goal that is held under positive
circumstances. An event is about entertainment, which can be seen as a relations creating activity.

**Internal Corporate Events**

Internal corporate events were defined as events arranged when the purpose is to reach the employees of a corporation internally with a message that will be given to the employees by the use of a meeting. These internal events are all about increasing the level of motivation with the employees and to reward them.

These types of events were exemplified as being upgraded conferences or internal meetings that are designed for the purpose of increasing knowledge and awareness among the employees. Internal corporate events can furthermore be seen as get-togethers in order to have fun together and/or employee activities for parts of or the whole company; hence, they can be arranged for all employees within a department, group, project, or the whole company.

It is important to note that events should not be confused with Event Marketing, which is a co-ordinated marketing communication process by which a product or service is packaged and communicated in the form of an event or activity to a specific group of people. Event Marketing is, for the most part, set up to address customers in regards to the promotion of a product or service.

5.1.3 Examples of Internal Corporate Events

Examples of Internal Corporate Events from interviews and surveys:

- Conference
- Educational meeting
- Summer party
- Corporate fusions
- Teambuilding
- Reward
- Incentives
- Product exhibitions
- Retail promotions
- Business to business hospitality occasions

Examples of Internal Corporate Events from literature:

- Team buildings
- Training seminars
- Incentive travels for employees
5.2 ANALYSES OF MEETINGS, EVENTS & ICE

5.2.1 The view of Meetings

Current Meetings
In the meeting industry today, much of the focus seems to regard the segmentation of the demands of the customers. Not only do meeting organisers need to meet their customers’ needs but they must also simplify for their customers. It is highly important today that meeting organisers niche themselves and develop strategies to better meet their customers’ needs. The meeting industry is very versatile and in order to survive in the highly competitive atmosphere, meeting organisers need to be flexible and capable of adapting to drastic changes.

The meeting industry is one of the fastest growing areas within the tourism industry, and it is highly susceptible to changes in trends, environment, economic markets and sociology. The Swedish meeting industry is identified to have a prosperous future with the possibility to expand and gain market shares on the global market of meetings. Overall, changes within the meeting industry indicate that meetings tend to become less formal and these meetings seem to emphasise more on active participation from all individuals of a meeting, and foremost to reach the set goals of the meeting.

Future of Meetings
In general, the world seems to become more global and the perspectives seem to become more international. In addition, new technological breakthroughs including new possibilities to communicate in a wider spectrum makes it more difficult to have control over all trends and changes that are made in the meeting industry at all times all over the world today (Swedish Tourist Authority, 2005). According to an article in Travel News, a Swedish travel and tourism news magazine, most meeting organisers lack a strategic thinking for meetings, despite that creating, arranging and having meetings for your corporation or organisation is very expensive (Starkman-Ahlstedt, 2004,b). However, there are signs of changes in the industry, for example that the overall awareness for improvements, new strategies and implementations are needed. Göran Adlén has observed a change in the society overall today, which he links to the meeting industry where the development may be towards a more relaxed theme and atmosphere (2005, a). According to the Swedish Tourist Authority, the Swedish meeting industry has great possibilities to expand and to gain further market shares in the global market, and therefore, it is important to address the interesting areas within the area of business travel, such as congresses, fairs, conferences, incentives and events (2005). The common focus needs to be on creating a continuing common action towards this area and to strengthen the
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

bonds and the cooperation between the actors within the meeting industry both nationally and internationally.

5.2.2 The view of Events

Current Events
The world of event management has grown rapidly and developed considerably during many years, especially during the last decade. According to Sponsring- & Eventföreningen i Sverige, a Sponsorship and Event Organisation in Sweden, it is not an easy task to map out the extent to which the sponsoring and event industry has expanded since it partakes in so many different shapes and forms including sporting events, festivals, education and research, social settings, and marketing in various forms (SEFS, 2005). However, IRM, Institutet för Reklam & Mediestatistik, a Swedish research company for advertising and media, estimated the investments in the sponsoring industry in 2003 to be 3,1 billion SEK, for the event industry 1,9 billion SEK, and their total turnover was 5 billion SEK, which is 10% of the total market investments (ibid.).

Today, the event industry is greatly exposed to vast competition, which implies to the importance of emphasising on developing strategies for a competitive advantage in many areas. Furthermore, event organisations are projected to continue to grow in terms of its significance for the Swedish meeting industry (Hellman, et al., 2001).

Future of Events
According to the Special Event Magazine (2004), “57% of event planners expect to produce more special events in 2005 than they did in 2004, which is was responded by both in-house and independent event professionals”. Most often, the emphasis tend to be on creating professionalism towards other companies and to strengthen the relationships with customers, existing and future. However, it is arguably of equal importance to focus on the own corporate culture and the level of effectiveness and professionalism among the own employees, which can be accomplished by organising Internal Corporate Events.

According to Dr. Goldblatt (2002), there are three trends that are especially significant to pay attention to in relation to the event industry, and these are economic uncertainty, rapid technological advancements, and increased competition. The first of these three offers unique opportunities for the event industry and its actors, the second one, technological improvements offer new opportunities to advance in quality, efficiency and profitability, and finally, growing competition stresses the focus on individual strengths and the drive towards a certain niche (Goldblatt, 2002). Hence, these three factors, and many more, arguably assist in clarifying the use of events.
5.2.3 The view of Internal Corporate Events

**Current Internal Corporate Events**
Internal corporate events are frequently and increasingly being used by corporations and also regarded as highly important for the employees. The events are there in order to awaken feelings, to communicate to all the senses of the employees. What people actually remember the longest is not the daily routines at work, it is the special occasions, the meetings and the events that are different from the daily work tasks. Employees need to be motivated and encouraged to improve their performance. And events are most likely highly appropriate strategies for that purpose. In addition, one should not forget that new generations are entering the corporations of today, and these new individuals arguably have other needs than the older generation. Their needs and senses cannot be met by the same means of communication and the same activities as the corporation created previously. In order to recognise that, one only needs to take a look at the developments in technology to understand that these generations require different concepts.

In regards to internal corporate events, corporate hospitality is very common, where ten thousands of people come to Sweden every year in these types of situations where they are being taken care of by a Swedish company (Swedish Tourist Authority, 2005). For example, the Ericsson concern makes reservations for about 160 000 hotel stays per year only in the Stockholm region, even though they already have about 750 apartments (ibid.). This area of the meeting industry has a significant effect on a region and on the tourism industry, and it is vital to take good care of it in the future.

**Future of Internal Corporate Events**
There are indicators of more technically developed meetings and perhaps an increased number of meetings at the “home office”. The technology of video conferencing is increasing, and corporations tend to be more financially aware of the costs of meetings and events, there will likely be less travelling. Events in general and arguably internal corporate events in particular, are highly dependent on market fluctuations. In case there are bad times and corporations need to save money, internal corporate events are most likely the first area in which to cut costs. Hence, the focus on efficient meetings is increasing. However, there are indications of events and internal corporate events being arranged and planned for in a more cost effective way. They are smarter outlined and the costs of the event tend to be more carefully accounted for nowadays. In any case, internal corporate events are still regarded as highly necessary for corporations. As they say, there is nothing that compares to a face-to-face meeting. It is those that are remembered.
Corporate travel, for example in regards to conferences, incentive travels, kick-offs and other professional meetings, create substantial profits for the tourism industry and are furthermore important sources of income for many destinations and actors in Sweden (Matta, 2005). 32.4% of all travel from overseas to Sweden are business travels (ibid.). Business travellers from other countries spend on average 67% more than the leisure tourists (ibid.), which indicate that the business tourists are highly important for a country or region. In addition, it is essential to consider that these business tourists are likely to return as tourists if they have had a pleasurable experience during their business trip. Another significant aspect, according to Matta (2005), is that participants of corporate meetings and incentive arrangements spend, on average, even more than the business tourists.

5.3 ANALYSIS OF PLANNING & EVALUATING EVENTS

5.3.1 Planning for Internal Corporate Events

In order to successfully plan meetings, it is vital to set up purposes and long term goals for each meeting, and to evaluate the outcome of the meetings in order to determine whether they were successful or not (Starkman-Ahlstedt, 2004,b). Only a handful of Swedish companies have clear strategies for their meetings and few companies actually reflect upon what they want to achieve with their meetings (ibid.). Arguably, companies should consider using strategies when planning for meetings if they want these to be successful, creative, and innovative. According to Richard Wildhuss, a meeting strategist at Step 2 Möteskommunikation, a consultancy company that develop communication strategies for companies, most companies are lacking an overall strategy for how they should reach the best possible result in their meetings, and without organised planning the business trip and the internal event tend to result in a waste of time and money (Starkman-Ahlstedt, 2005). Thus, corporations should develop strategic solutions for their meetings to ensure success.

5.3.2 Planning Meetings

The success of a meeting is affected by the purpose of the meeting, who attends the meeting, the size of the group, the time at which the meeting is scheduled, the location chosen for the meeting, and the agenda, which all are important to consider when a meeting is decided to be held (Rasberry and Lindsay, 1994). By assessing goals and dynamics before, during and after the meeting, it is possible to conduct successful meetings (ibid.). Persons in charge of meetings should follow specific guidelines in order for the results of the meetings to meet the goals set prior to the start of the meeting, and also in order to prevent for anyone to feel that the meeting may have been a waste of time (Eklund, 2002). Establishing purposes and goals along with the event are highly significant. Arguably, it is around these purposes and goals that the event is developed.
Some common purposes and goals that have been mentioned are for the events to be pleasurable, informative, educational, motivational, enthusiastic, commitment building, and fun.

Planning is important for all meetings, no matter what the size. However, the amount of planning increases with the size of the meeting or event. MIC MIX (2004, c), a newsletter from Konferenspoolen addressing news and reports from Stockholm as a meeting city, offer some advice on how to accomplish a successful meeting.

- What is your purpose with your meeting? And how do you plan to achieve them? The selection of location and environment can be decisive.
- Plan ahead and keep yourself ahead of time. In this case, your options will increase and the chance of you getting the location that best fits your purposes.
- Make sure there is time for breaks. The team spirit is often created outside the actual meeting, during the break or during the gathering before the dinner.
- Make sure you know what is included in the price. Avoid comparing apples with pears, meaning don’t nickel and dime.
- Don’t let the greedy side of you take over your wisdom. A spacious locale, a surprise for the coffee, and a comfortable bed to sleep in makes it easier for the participants to recognise the message of the meeting.
- Make sure to get one contact person at the location where to hold the meeting. Make a personal visit and inform that person about your plans and needs.

(Author’s translation.) (MIC MIX, 2004, c)

5.3.3 Planning Events
Events are most likely very similar to meetings, so when planning events, it is important to ensure that the event relate to something, for instance a message, a purpose, or a future goal. Events are also about creating activities for the participants in order for them to establish relationships with each other, and therefore, events may need a different form of planning than meetings. It is important that events are cost effective and time effective, as any meeting, which can be attained by careful planning.

5.3.4 Strategies
When planning events, careful attention needs to be given to invitations, travel arrangements, scheduling, and logistics. Here, having a website for the participants where they can access all kinds of useful information about the event in advance is appropriate.
Event Organisation - independently or with outside assistance?
The two main factors that most commonly determine whether a corporation or an event organiser needs outside assistance from other professionals in other areas than their own are in regards to the number of attendees of the event and the geographical location of the event. As to the number of event participants, the organiser may have experience and possibility to arrange the event on their own, whereas in the case of larger events, solutions that are not in their power to handle may be required. Geographically, say when arranging an event in another city or country, the organiser may need local advice and assistance in order to finalise the planning of the event. The need for outside support may also depend upon time and resources, where the organiser may decide that they are not capable of following through with the whole planning phase of the event.

Hence, there are direct and indirect producers of an event. Airlines, sound technicians, caterers, travel agencies, tent companies, florists, décor experts and many more are examples of areas in which their professional expertise is required.

5.3.5 Outcomes of Internal Corporate Events
Possibly, there are countless numbers of outcomes that may be expected from internal corporate events, and these are likely related to the purposes and goals of the event. Some of the more common outcomes from these are increased motivation, increased sales, better and more positive environment within the workforce, increased communication, increased creativity, increased understanding, and improved customer relations.

Limitations when arranging events in general
The event industry is for the most part very dynamic, and individuals working with events tend to find solutions to most situations. However, there are factors that are impossible to control, even though these situations can be manageable, meaning solutions can be found in order to minimise the impacts of occurrences that may affect the event. Weather is an element that is very hard to control, yet event creators have learned to manage this factor by establishing alternative solutions in advance in case the weather does not turn out as expected. Another limitation that may impact the event is the budget. Budgets can be tight, so event organisers have learned to become more cost effective in their planning. Other limitations that were mentioned were trustworthiness and morale, and ethical and possibly religious limitations too. In these cases, respect and consideration for these areas need to be provided, at least to some extent.
5.3.6 Evaluating Events
Meetings can be expensive and time consuming. If the wrong people attend, if the group does not follow a planned agenda, or if management does not value the group’s decision, the effectiveness of the meeting will be minimal. Attending a meeting that has no discernible purpose is a waste of everyone’s time and it is also costly for the organisation. Meetings should not be held unless they require the participation of several people and there is time to prepare for and complete the meetings.

Measurement and evaluation systems of events are most likely very useful, especially for when determining whether the event was successful or not and if the desired outcomes were reached. In addition, evaluations are important in regards to when demonstrating the significance of events for corporations, regions and the overall economy.

Evaluation systems are most commonly used by the assistance of questionnaire surveys responded to by the event participants. These questionnaires may address issues such as purpose, messages, communication, satisfaction, entertainment, quality of food and drink, activities, transportation, location, length and timing of the event, breaks, education, and possible recommendations. The information derived from these evaluations should then be assembled and analysed in order to mark out positive and negative outcomes, solutions to problem situations, good strategies, and possible overall changes for the next event.

In the past, the effect of events and meetings has most commonly been measured according to “gut feeling”, however, trends now indicate that the effects of meetings and events need to be compared in relation to the actual benefits of a business (Benny Karlsson in Carlberg, 2005,c). For that reason, there are a greater number than ever of event planners that are now gradually more applying evaluation and measuring techniques in relation to their meetings and events. Today, corporations can not afford spending time in meetings that do not lead to any results, hence the requirement of knowing that a meeting will have effect, and consequently, evaluations are a prerequisite for future development and success of these meetings.

In regards to the evaluation of events, one simple strategy that may help in remembering the most important elements of the evaluation is to think about the 15 C’s of evaluation, outlined by Watt (1998, pp.76-77.):

✓ Compulsory – It must be done for every event, large or small.
✓ Concise – It should be no longer than necessary.
✓ Concurrent – It should take place during the event, and continue after it.
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- Constant – Throughout the event and even in the earlier planning stages, consider how to evaluate success. Evaluation should take place all the time.
- Customised – Although there may be an existing checklist for evaluation, each project should have additional set of criteria to match its own unique objectives.
- Consulted – Evaluation involves seeking the opinions of as many relevant groups as possible, e.g. participants, officials, VIP’s, and sponsors.
- Canvassed – Canvass opinion, do not wait for it to be given; just because customers don’t actively complain, it doesn’t mean they’re happy.
- Circulated – Circulate among people to gather opinions; circulate the debrief document as widely as possible, to help everyone involved build for the future.
- Customer focused – Whatever the nature of the customers, they must all be asked for evaluation through means like exit surveys.
- Colleague based – All staff, paid or voluntary, should be involved in evaluating their part within the event.
- Collected – Care should be taken to collect appropriate information.
- Catalogued – Record information in an appropriate way and file it for future reference.
- Complete – It should cover all aspects of the event from before arrival to after departure.
- Communicated – It should be communicated to all relevant parties, explaining how the debrief is conducted and reporting its findings.
- Copied – Successful evaluation methods should be reused on future projects in order to repeat their success.

This checklist is covering a number of important areas in regards to event evaluations that needs attention and consideration; however, to some it may seem too long to remember, albeit it may be useful as a checklist. In all likelihood, it does cover a lot of the most significant elements of event evaluation.

5.3.7 Evaluation Strategies
Hansen Conference & Event AB has, together with Quick Search, developed a relatively straightforward evaluation system that can provide information about the effects of an event or a meeting (Karlsson, 2005, c). According to Benny Karlsson, General Manager at Hansen Conference & Event AB, the purpose of this method is to measure knowledge or attitudes before and after the meeting, conference, event or such, out of which the difference between the results before and after is presented in percentage (ibid.). Hansen Conference & Event AB outlines the actual questions together with a representative from the company that will hold a meeting or event (ibid.). These questionnaires are sent out to
participants of the meeting via email and the questions are also inserted into a database, from which the meeting organisers can follow the answers in this database (ibid.). From the point when all responses are assembled, it is up to the meeting organisers to make follow ups of the evaluation system, where it is advisable to analyse the outcomes for possible future changes. Putting numbers to these measurements is helpful in many aspects. Primarily, by simply informing attendees that the meeting is going to be evaluated, the quality will increase, and furthermore, the evaluation can stimulate to internal competition (ibid.). In addition, this evaluation is likely to please accountants and financial controllers (Karlsson in Carlberg, 2005, c), since the evaluation can now provide them with numbers and more “hard facts” than just “soft information” such as those expressed in words about feelings and attitudes. Hence, as Benny Karlsson explains, the financial side of the meeting or event is now provided with more substantial facts than simply expressing the meetings in terms of “wining and dining” (Carlberg, 2005, c).

5.4 ANALYSIS OF ICE & COMMUNICATION
Ulf Bengtsson, General Manager for Wenell Management AB, a consultancy company for project management education, claims that in the later 15 to 20 years, companies’ organisational hierarchy has become more flat (Carlberg, 2005, a). And there is a greater openness in the businesses with less power positions, which may be due to the fact that information flows more freely in businesses of today, and hence, project management and working together in networks has become more and more common (ibid.).

Good internal communication is when relevant information reaches all employees. Clear and brief communication is likely to be the most efficient one. However, communication still needs to be to the point, relevant, fast, and to the right target group. Good internal communication was regarded as having a positive impact on the efficiency of employees and the success of corporations.

As stated earlier, there are many purposes with communication, out of which some are to send a message, to have a message received, to ensure understanding, to achieve correct action, and to exchange information. If none of these are met, then arguably the message was not appropriate or effective. For events, it is highly important to include action. In regards to communicating through events, verbal communication is important, but these should not be over used, since it may bore the audience. Non-verbal communication is a great complement to verbal communication, and plays a significant role with events. Events tend to use effects for all the senses by using light effects, costumes, and other environmental effects for the eye, taste, smell, touch and hearing. Written communication is effective, but should not be over used either. Paperwork
should be kept to a minimum, albeit it is useful to have as a complement to the verbal and non-verbal communication. However, the purpose with written communication in regards to events is for the participants to take the information home with them and read it after the event. In addition, in regards to events, any visual communication is regarded as highly effective, which also helps in retaining the interest and attention with the employees.

5.4.1 Strategies
Shorter meetings more often has been regarded as appropriate, that may in some occasions occur with the whole corporation, or in some cases only within departments. Hence, meetings should be short and concise, to the point and not being over filled with information.

Irrelevant information, or too much information, may have a reverse effect meaning not being good in that the employee gets confused or stressed for the amount of information being shared to him or her, or there may be a lack of understanding from the employee’s point of view. For a corporation, for example, it is highly appropriate to make certain that information about corporate values and visions are communicated throughout the whole corporation.

Overall, the most common means of communication that seems to be used in corporations and organisations nowadays seem to be by Intranets, face-to-face, telephone, meetings, conferences, email, events, Internet, and during coffee or lunch breaks. In addition, internal corporate events were viewed as another appropriate communication tool for corporations when sharing information to their employees. It is important to communicate information, to motivate employees and to encourage them to perform well, which is possible through the activities and possibilities of internal corporate events. When employees know their field, they will automatically feel safe in their position; when employees are encouraged, they will increased their efficiency; and when employees are motivated, they will increase their effectiveness and move the corporation, and arguably themselves too, towards further success. Hence, information and communication is the key to success!!!

5.4.2 ICE as a Communication tool
Internal corporate events are multifaceted in that they communicate to all the senses of the employees, which is likely to increase the holistic experience. In addition, internal corporate events facilitate the possibility to communicate to a larger group of employees at the same time. Hence, it is a very efficient way to communicate, not only because of the reach to many people at the same time, but also because of the possibility to use different means of communication, for example starting with a formal meeting in a conference room, followed by a
more informal get-together later on in association with a dinner, where the communication can derive from the entertainment.

As explained earlier, the strongest way to communicate a message, and arguably the most efficient way, is through personal meetings. Messages, trends, the sharing of views and ideas all spread nicely during meetings. In addition, communicating in an environment that is inspirational adds to the ability to receive and remember the message. Therefore, events are most likely appropriate, since these are arranged with face-to-face encounters in an environment that encourage and inspire the participants. Events furthermore encourage interaction, which is another reason as to why it is appropriate for internal events of corporations. In this way, the corporation can encourage the employees to interact with each other, to exchange ideas and motivate each other.

5.5 ANALYSIS OF ICE & EMPLOYEE MOTIVATION
Incentive programs are not very commonly acknowledged within industries and organisations in Sweden. However, incentive travel or incentive trips are recognised to a greater extent, and in general, the use of incentives within corporations and organisations in Sweden is growing (Swedish Tourist Authority, 2005). As stated earlier by Åslund (2005), incentives are regarded as becoming more and more out of date; even though she confirmed that the use still exists, although it is merely what is regarded as incentives that are changing. Therefore, incentives are important, and perhaps more so now than ever before, however, there are, without doubt, some major changes to follow within this area.

Göran Adlén, a Swedish trend analyst, claims that there are indications of a change in people’s view of working today (2005, a). He has observed changes in people’s desire to have a more holistic and balanced way of living, which means that they do not strive towards success as they used to, but instead they value quality of life more, both in regards to work and private life (ibid.). Personal characteristics are likely to influence on the desirability of specific incentives (Shinew and Backman, 1995), which may further be linked to different generations having different desires in regards to incentives and how they should be motivated. Hence, there are many different aspects to consider when using incentives. Surely, all incentives cannot be all the same to all employees. Incentives need to differ depending on the individual, the goal, and the type of incentive (Swedish Tourist Authority, 2005). An incentive program may be designed in order to make all participants feel part of the change that will lead to improved results and relationships.
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The use of incentives may lead to companies gaining a higher competitive advantage, meaning if the incentive programs motivate the employees it is more likely that they will stay. Strong relations have been recognised between rewards, job performance and job satisfaction, and so, good performance may lead to rewards, which lead to satisfaction (Shinew and Backman, 1995). In addition, employees are likely to communicate to others about the incentive programs at their workplace, which will give the company a good reputation.

Overall, motivating your employees is important, and motivation has been explained to have impact on employees and their performance. Incentives are often used to motivate employees. The view of incentives in this research did not awaken much attention, albeit the ones who thought highly of the use of incentives also had predetermined strategies for incentives in their operation. These incentive users identified the appropriateness and possible outcomes in a different way than the ones that were not highly interested in the use of incentives. The incentive users identified that incentives increase motivation, participation, encourage the employees, and could also result in increased sales, increased efficiency and generally a more positive work environment.

5.5.1 Motivational Strategies
Incentive travel as a motivational technique is highly effective since these are explained to provide long-lasting positive reinforcements, adding “trophy value” to their motivational value (Shinew and Backman, 1995). Incentive travel tend to be a more effective motivator than incentives like cash and merchandise, which may be explained by the fact that incentive travel offer a more holistic experience for all the senses. It is likely to also generate enthusiasm in the employee expectations for the coming business period. Incentive trips create excitement in the participants, which they remember for the following couple of months (ibid.). These incentives make the employee feel a renewed sense of commitment for the corporation, which is likely to help them in the desire to achieve the corporate goals. Other examples of incentives that are increasingly being used today are pension programs, insurances, flexible work hours, bonus systems, and kick offs and travels are still offered although perhaps to a decreasing extent (Åslund, 2005).

If used wrong, incentives may have negative effects, albeit for the most part the opinion was that they mainly contribute positively. The goals set for the incentives should not be unrealistic. However, overall, the proper use of incentives is likely to result in motivated and more efficient and satisfied employees. Therefore, incentive reward systems need periodic attention and modification in order to be effective (Shinew and Backman, 1995).
The incentive reward program of a corporation should arguably be tailored to fit the needs and wants of their employees. Offering one and the same incentive to the whole workforce is not strategically wise, since there is a high chance of only reaching the needs and wants of a proportion of the target group (Shinew and Backman, 1995). This could be solved by offering two similar, but slightly different incentives to the employees to choose from. For example, one incentive trip could go to Disneyland Paris for those employees with family and children, whereas the employees without family are offered a trip to Paris.

Incentive travel can be exemplified by overseas conventions and individual overseas travel, which are recognised as major incentives, however, other incentives that were mentioned were household goods, business goods, retail vouchers and recognition certificates, although most commonly classified as minor incentives (Shinew and Backman, 1995). Incentive travels are more highly valued by employees, which is arguably because these incentives offer intrinsic attributes, like a sense of achievement which is proven to be an essential motivational element (ibid.). Arguably, incentive travels address all the senses holistically that will awaken a higher level of experience compared to the minor incentives.

5.5.2 ICE as an Incentive
Internal corporate events further work as a motivational tool. It may be designed as a team building activity in order to get the employees to know each other better. In order for corporations to perform well, or even better, a community needs to be created within the workforce. Internal corporate events are multifaceted in that they communicate to all the senses of the employees, which is likely to increase the holistic experience.
CHAPTER 6: CONCLUSIONS & RECOMMENDATIONS

In this ending chapter, the findings and the analyses from the research are concluded. Recommendations and suggestions for industry actors are also presented. This chapter ends with recommendations and ideas for possible future research areas.

6.1 CLARIFICATION OF DEFINITIONS

6.1.1 Events
Events are characterised by one or several of the following:

- The actual activity that goes on during a marketing activity by a corporation.
- Temporary occurrences, either planned or unplanned. They have a finite length, and for planned events this is usually fixed and published.
- An activity that gathers a group together in time and space.
- A meeting in which an experience is created and a message is to be communicated.
- A planned and organised occasion.
- A one-time or recurring event of limited duration, which is held no more frequently than once a year.
- An activity with a program, an organising body, a number of participants and it is open to the public.
- An event, apart from the intrinsic objectives, e.g. sport, culture, religion, is developed primarily to enhance the awareness, appeal and profitability of the host city/region/country as a tourist destination.
- A meeting between people with a clearly expressed purpose and a measurable goal that is held under positive circumstances.
- Entertainment, a relations creating activity.
- Temporary activities arranged with a purpose for a group of people.

6.1.2 Internal Corporate Events
Internal Corporate Events are characterised by one or several of the following:

- Produced by and/or for a corporation as a part of its marketing or other managerial function.
- Upgraded conferences.
- Events arranged to reach the employees internally with a message through a meeting between the employees.
- Activities to increase the level of motivation with the employees and to reward them.
- Internal meetings or conferences that are designed for the purpose of increasing knowledge and awareness among the employees.
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- Get-togethers in order to have fun together.
- Employee activities within a department, group, project, and/or the whole company.
- Internal Corporate Events are activities for employees with a specified purpose that are planned in accordance with the corporate image.

Conclusively, all definitions from this research that are assembled above have been summoned into concluding definitions for the terminology regarding events and internal corporate events. These derive from conclusions from theory, literature, the interviews and questionnaire surveys and the analyses.

Events are temporary activities for a group of people with a specific goal, program, and message to be communicated to this group.

Internal Corporate Events are corporate activities for its employees with the specific goal to communicate a message to and motivate this group.

Aside from these two key functions of internal corporate events, there are most likely many other reasons of usage of these events. For example, two other major reasons to use these types of events are often to educate and reward its employees.

The definitions related to events should not be confused with definitions of Event Marketing, which is described as:
- A physical meeting with the purpose to communicate something to the customers, perhaps most commonly in regards to a product or service.

In Appendix C, examples of Internal Corporate Events are given. These are brought together from literature, journal articles, printed material and also from the interviews, the questionnaire surveys and finally from personal experiences.

6.2 CHANGES WITHIN MEETINGS, EVENTS & ICE
The meeting industry has proven to be highly versatile, developing rapidly and being highly important to the travel and tourism industry of a city, region, and country, as is the case with the event industry as well. Internal Corporate Events, an increasingly significant area of the event market, are regarded as highly important for corporations today, not only as an additional communications channel for corporations towards their employees, but also as a motivational and
encouraging strategy to increase the employees’ happiness and pride in their work and in regards to the corporation for which they work. Traditionally, these events were mainly arranged with the purpose to have fun, but as competition is growing, so does the importance of having more qualitative results with these events. Hence, today, internal corporate events are not only designed with the purpose to have fun, but also to be educational, communicative, motivating, and encouraging that will lead to employees that are proud of their work, they are motivated to do a good job, they feel comfortable in what they are doing, and they are encouraged to, together in a team, move the corporation ahead towards future success.

It seems like the future has great potential for the event industry overall. The users of today have recognised the versatility of events, its dynamics, and their multifaceted capacity to adapt to environments and needs. In addition, overall technical developments in society allows for innovative solutions that may surprise its participants. The event industry has changed and developed drastically during the last ten years. Corporations today, value the use of an event and they are highly conscious of the significance of the event for internal and external communication. Hence, corporations today have recognised the potentials of communicating via events to its clients and employees.

6.3 PLANNING & EVALUATING EVENTS & ICE
Arguably, the better planned the meeting/event, the better the outcome. Planning is important for a meeting or event in order to reach the best results with it, which should be defined by the purposes, goals and objectives of this activity.

Meeting and Event Evaluations are important, primarily in regards to the corporation being able to find out the results and the outcomes in regards to the meeting or event. From this the corporation can use this information for the next occasion and change those strategies that were not turning out so well, and emphasise on the strategies that were highly successful. In addition, it is useful for the participants since they can learn how to help the organisers improving the meeting or event. Another reason as to why evaluations are important is because it is easier to quantify reasons as to why meetings and/or events are appropriate to hold for corporations. These arguments can further provide useful arguments for the overall market economy as to how important these meetings and events are for a region, city or even a country.

As perhaps evident, it is important to measure successful and failing aspects of an event or a meeting, which can be established through evaluations. Evaluations should be carefully planned in advance, as to what is being evaluated, how it should be evaluated, and when the evaluation should take
place. Having prepared strategies to follow will simplify the process. It is important to remember to identify and solve problems, and to constantly improve management performance. In addition, it is important to remember that after the completion of the evaluation; perhaps the most important stage of the evaluation is left, meaning the analysis of the results. These should be carefully reflected upon, and out of the results, it may be advantageous to specify what was appropriate and inappropriate with the event respectively, and to take action against these results. After all, evaluations can assist in gaining acceptance, credibility and support for future events. Additional guidelines for planning and evaluating events are provided in Appendix D and E.

6.4 COMMUNICATING THROUGH ICE
Communication is at the forefront of every company’s agenda, and as stated earlier, businesses use communication daily in their operations. Communication is used to share messages with information between two or more parties, and will increase in effectiveness with additional feedback. Hence, communication is an ongoing purposeful transfer of a message with information from one person to another.

Internal corporate communications is possibly best explained as communication flows within the company, which in more detail is focused on information from and about the organisation. So, internal corporate communication is the transfer of information within the organisation to its employees.

The corporate employees of tomorrow are likely to demand much more of internal and employee communications. As stated previously, generations differ from each other and have different needs and wants. In addition, one generation is likely to respond differently than earlier generations. It is important to make sure all information reaches all employees. Communication strategies that are commonly used today are face-to-face settings, telephone, email, and internal news letters, as well as meetings of various shapes and forms. Here, internal corporate events come in handy as an appropriate method. Not only do these events facilitate the possibility to communicate to a larger group at the same time, but it also includes some kind of activity to encourage the employees.

Internal corporate events can be used for corporations to communicate to their employees in regards to various subjects and with different purposes. When communicating through events it is important to remember that the communication and the message should be co-ordinated so that experiences are created and all the senses awakened. In addition, internal corporate events can strengthen the relationships in-between the employees, which may result in increased cooperation towards success. Furthermore, these events can have
educational purposes that are designed to communicate new information to the employees and to educate them in a new area of the business.

An ICE is a good communications tool. People learn more easily from activities and experiences, out of which it is much easier for the brain to remember. Internal corporate events are about communicating with and to all the senses, which also will help the memory. Therefore, internal corporate events are useful communication tools when addressing the employees of a corporation.

6.5 MOTIVATING EMPLOYEES THROUGH ICE
In order to stay alive, companies need to focus on their employees. Hence, corporations need to know how to engage the human mind and how to motivate them. Most likely, much of a corporation’s most valuable asset is embedded in the human minds of their employees. Therefore, understanding how to motivate employees and how they communicate is important for future corporate success, which is related to ICEs as a communication and motivational tool for corporations to their employees.

As identified, motivating employees can result in a better working environment and encourage employees to reach corporate objectives, which will lead to improved employee performance and corporate success. So, corporations should design and implement motivational strategies with incentive programs to encourage their employees. However, the managers within corporations need to carefully pay considerations to these employees’ individual needs and their personality. What has been proven is that generations differ from each other, and so it is highly important to at least design these incentives and motivational strategies so that they fit the different generations’ needs, or perhaps even better is to adapt each incentive to each individual. In addition, due to generational changes, it is likely that the corporate employees of tomorrow will demand much more from their employers, and perhaps especially in regards to being motivated and to feel recognised at work.

The employees of a corporation are highly valuable, and they should be taken care of. Today, a decent salary is not enough, and therefore, additional strategies are a must. Incentives are appropriate in motivating employees, which may increase their commitment for their work and their corporation, increase efficiency, encouragement, which may in turn generate an improved working environment overall. The performance of employees should be recognised, and additional incentives are therefore a good strategy in addition to their monthly salary.
6.6 CONCLUDING POINTS
At this point, it should be relatively clear that an Internal Corporate Event, ICE, is a corporate activity that is arranged for the purpose to communicate and motivate the employees of a corporation, and that ICEs can furthermore operate as an educational and rewarding tool for the same group of people. It has furthermore been pointed out that ICEs are different from meetings. ICEs are different in particular since with these types of events, activities play a strong relation in these cases. Meetings tend to consist merely of the sharing of information in conjunction with the get-together, whereas the internal corporate event comprise of the sharing of information and an activity of some sort, wither planned or unplanned. There may be activities related to meetings as well, but these tend to be hold only in conjunction with the meeting, whereas the activities with internal corporate events tend to “make” the event, meaning these activities hold a very important part of the event. In addition, the activities in relation to ICEs are different in that they can continue after the holding of a meeting.

As furthermore has been proven, an ICE involve three major elements, Incentives, Communication, and the Event, which are displayed below in the figure. As also explained before, incentives further incorporate motivational factors, rewards and encouragements; communication include the sharing of information that may lead to increased knowledge; and events are activities, commonly exemplified in relation to an ICE that includes a meeting, some food and drink, and some activity.

![Figure 6: Internal Corporate Events. Source: Own elaboration.](image-url)
Internal Corporate Events
A tool for corporations to communicate to and motivate their employees.

Out of this study, it is also possible to distinguish three cornerstones of an ICE that need to be present in order for an ICE to be created. These cornerstones are the employees, the event, and information.

Incentives are motivational strategies that enforces employees to behave in a certain way and that makes them determined to continue to keep up their performance levels. Rewards are given to employees as an appreciation for their behaviour, which hopefully will bring satisfaction and the feeling of wellbeing in the employees. And encouragements will give the employees confidence in that they are performing a good job, by letting them know that their performance is appreciated. Incentives can be cash, merchandise, travel, gifts, or a pat on the shoulder, as a few examples. Hence, incentives are encouragement, motivation and reward of the employees.

Communication is the transfer of a message from one person to another or a group of people with the purpose to transfer a message. For effective communication, this exchange should also include feedback. The message that is transferred includes information. This information can be exchanged between managers, employees and departments within a corporation. This information will also lead to an increase in understanding, meaning a better knowledge in some matter. Communication and information are highly used in educational situations. Communication and the sharing of information can also occur through channels like telephone, letters, emails, corporate newsletters, meetings, conferences and events, to name a few.

Events are temporary activities for a group of people with a specific goal, program and message to be communicated to this group. Internal Corporate Events are corporate activities for the employees with the specific goal to communicate and motivate that specific group. Hence, events include activities, such as kick offs, a boat trip, or a contest, as a few examples. Events commonly include a meeting as well, which has the aim to communicate information to this group. This information could regard corporate progress for the past year, future plans, or simply communicating appreciation to the employees. These events also tend to include a setting where food and drinks are offered, for example at a dinner.

Conclusively, Internal Corporate Events are highly appropriate for corporations to use when motivating their employees with incentives and other encouraging strategies. These events are furthermore appropriate since they are suitable occasions during which information can be communicated to the employees. And these events also offer activities that also awaken interests in the employees, since events tend to communicate to and with all the senses.
The employees’ participation in the Internal Corporate Event is essential. These events are arranged for the employees to be educated, rewarded, motivated and encouraged. These employees are important and valuable for the corporation, and it is important to make sure they are assured of their significant contribution to the corporation, which can be achieved by the use of an ICE every now and then. In addition, these employees can arguably be seen as ambassadors of the corporation. Not only do they communicate within the organisation but also to the outside public and other corporations. Therefore, it is important to make sure the employees communicate and represent a positive view of the own corporation to others.

Internal Corporate Events incorporate activities to a different extent compared to most ordinary meetings. These activities may occur in conjunction with the meeting, or after the actual meeting. However, there is arguably one distinct characteristic with these activities, which is the purpose to have a good time and have fun together with other employees. In addition, with internal corporate events, the communication process is different from typical meetings. With internal corporate events it is possible to communicate with and to all the senses. This arguably makes it possible for participants to acquire a more holistic experience that is communicated to all their senses, which in turn is likely to have a stronger effect on the participant. This experience of an internal corporate
event, that includes activities which bring about participation, is also likely to remain longer as a memory compared to a regular meeting. So, what characteristics that differ from ordinary meetings compared to internal corporate events are primarily that internal corporate events incorporate activities to a different extent than meetings. Secondly, internal corporate events tend to communicate somewhat differently than meetings, where internal corporate events address all the senses. Like events, to increase the effectiveness of the sharing of the message, the information should be communicated to all the senses in order to reach the highest effect and to increase the possibility for delegates to remember the event for a longer period of time. However, it is important to remember that internal corporate events quite commonly include regular meetings as a part of the itinerary.

As stated, there are differences between events and internal corporate events, where ICEs are organised within a corporation and primarily for the employees of that corporation, and where events tend to be more towards the general public, bigger audiences and corporate clients, sponsors and stakeholders, for example. So, internal corporate events are, as a general rule, closed events organised for a specific group of people of a corporation or organisation. Communication is an important aspect of every corporation of today, an aspect of which most managers are aware. However, in today’s tenaciously dynamic society, it is not enough to be familiar with the importance of communication, but also to recognise how to communicate effectively and efficiently. Corporations cannot afford to rush on in their daily operations without considering the communications aspect, and foremost to make sure they are communicating effectively. They need to make sure they are communicating effectively and that the appropriate information reaches the right individuals in time. Hence, it is all about communication, making sure information is shared and to remember that as soon as there is a change somewhere, or some news, this needs to be communicated. Internal corporate events are used as a means to communicate to the employees. Visions, information about new products, where the company stands in relation to its competitors, changes, and where the company is heading were information that are regarded as appropriate to communicate to the employees via events. In addition, encouragements and rewards for good work performance are also important.

Employee motivation was proven in this study to be important, event though the results showed a moderately general reflection on this area. In regards to incentives as motivational strategies, corporations do not seem to engage in the use of incentives as motivational strategies for their employees, and they do not seem to recognise the potentials for the use of incentives. Initially, the reason for not applying incentives into their operations seemed to be because lack of time,
and perhaps somewhat also due to lack of knowledge. However, in general, there was a common interest showing that motivating the employees is an important strategy for a corporation. Hence, corporations have recognised that there are advantages of using motivational strategies, and they seem to be familiar with, although not that knowledgeable of, incentives. The question still remains of how to make and educate corporations of how to use incentives to a greater extent and according to the most appropriate strategies suitable for them.

So, communication and employee motivation, are they opposed to each other or can they work in synergy? Arguably, these can be separate to each other, and work together as well. Most likely, communication can possibly exist without employee motivation, even though good communication is likely to lead to increased employee motivation. On the other hand, it is not very likely that employee motivation can exist without communication. In addition, both communication and motivated employees are two areas which are highly important for corporations to consider and which are furthermore areas that are increasing in focus and significance by corporate managers. This focus is mainly caused by, to some extent, because of changes within organisational configuration, to societal changes, to changes between generations, and also because of trends within overall management of businesses. Communication and the sharing of information has proven to be important for individuals as well as businesses and industries, and these furthermore seem to have become more aware of how their employees are feeling in relation to their job and employment. Therefore, communication and employee motivation can be explained to be in synergy, meaning that they are more successful together than by themselves.

Meetings and events are communication channels that are being increasingly used in order to create relations. Internal corporate events include of one part meeting and one part activity. Hence, internal corporate events are appropriate tools for corporations to implement when communicating to their employees, and also in situations when they wish to motivate, encourage and reward their employees.
6.7 RECOMMENDATIONS FOR FUTURE RESEARCH

Further studies in this subject area of Internal Corporate Events and its consequences and significance for corporations and their employees would be highly interesting. There are numerous appealing angles that would all most likely provide remarkable insight to this subject area. It is important to note, however, that, in the highly diverse society of today, considerations should be made in regards to societal, environmental, generational changes.

The area of employee motivation is appealing and most likely very important for future success. As stated, employee motivation tend to differ with generational changes, as well as societal changes and other, and its relationship with these changes and these different generations would arguably be highly interesting to investigate further in future studies. In addition, the use of incentives as motivational tools is also an additional area that would arguably awaken significant results by future studies. To what extent do corporations actually implement incentives? What kinds of incentives are appropriate? Would these corporations be more successful if they introduced incentives in their operations to motivate their employees?

Future emphasis on research that concentrate on corporation that actively use Internal Corporate Events would be of interest, and in particular with regards to these events’ purpose to motivate and encourage the employees of a corporation. Such a study would also have the possibility to investigate the attitudes of Internal Corporate Events from corporations’ point of view and also from the employees’ standpoint.

More specifically, what could be interesting to analyse in the future may be the employees’ personal opinions in regards to internal corporate events, internal communication, and motivational strategies within their corporation respectively. A research emphasising on the employees’ opinions would allow investigations and analyses into their experiences of events and whether or not they regard internal corporate events to be effective tools of communication and motivation. Hence, a study that addresses the employees’ views of internal corporate events would arguably be an interesting topic for further research.

6.8 PRACTICAL RECOMMENDATIONS

6.8.1 Industry Definitions

Definitions within the industry have proven to be somewhat vague or confusing and there are several different definitions with different meanings that seem to address the same area, which is why the decision was made to try to clarify these definitions. As a recommendation for managers, employees and other industry members, it would most likely be wise to find more commonly accepted
definitions to avoid confusion and facilitate for better understanding for customers. Therefore, working closely with others in the industry can not only help in the overall business operations, but also move everyone in that industry forward towards a joint goal of developing the event industry overall.

6.8.2 Events – now & in the future
Events have proven to be appropriate strategies for corporations to apply in their business operations, and events will most likely remain as a complement to meetings, conferences and other get-togethers. Events are highly diverse and flexible to the needs of organisers, corporations, and employees, and they hold the unique ability to communicate with and to all the senses of its participants. In addition, these events have the possibility to combine a meeting and an activity while at the same time being able to communicate useful information. Furthermore, they can be highly motivating to its participants. Hence, as recommendations for event users, developing these events so they fit the needs and purposes of that occasion, so they communicate with and to all the senses of its participants, and so that it motivates the participants would be highly advisable for the desired outcome to best be achieved.

6.8.3 Thoughts for Planning & Evaluating Events
When planning events, it is foremost important to remember the purposes, goals, and objectives with the event, which accounts for the planning stage, the performing stage and the evaluation stage. The earlier the date, time, location, and duration of the event is decided, the better, as goes with the invitations, and possible bookings for travel arrangements and accommodation. With all these details, it is wise to implement an operational plan to follow, which can provide detailed information on deadlines, responsible area managers, food & drink, indirect and direct producers, and a financial plan. Additional staffing and entertainment should also be booked on time, and security and safety aspects need to be considered, as well as waste and environmental impacts. Finally, evaluation procedures are wise to establish at an early stage, and also to make sure these are followed through.

When evaluating events, it is important to keep in mind why the evaluation should be performed, and what outcomes should be expected. Furthermore, it is useful to be familiar with what to evaluate. The timing of the evaluation is also wise to consider, which may have distinct effects on the responses of the evaluation. The design of the evaluation should arguably be clear and easy to understand, which may assist in the understanding of the questions from the respondents point of view. The higher the number of respondents, the more feedback is provided from the participants in evaluating the event, which is likely to be of more assistance for the planners and organisers in the future. Finally, it is important to learn from the evaluations, to analyse the details and to
bring changes and updates to the following event. Considerations should also be given to the advantages and disadvantages of internal corporate events, and some of these are summoned in Appendix G.

6.8.4 Communicational strategies with ICE
When arranging an ICE, it is important to regard the aspect of communication in relation to the event. Considerations should be given as to how much time of the event that should be spent on effective communication. In addition, prior to the event, it is important to consider what is to be communicated, and also what the most appropriate strategy would be to communicate that information to the employees. Timing is also important, meaning when during the event it is suitable to communicate, and not. Throughout the event, it is important to always remember the goals with the communication, and to make sure these are acquired. Communication in a face-to-face setting is commonly used, often verbally in a meeting. The information that is communicated should be:

- Clear
- Concise
- Courteous
- Correct
- Complete
- Correctly directed

6.8.5 Motivational Strategies
If using incentive programs, goals, purposes and some kind of strategy would be wise to follow. This would make it easier to follow what has been offered earlier and to avoid using the same incentive too often. This scheme could also follow some kind of points system, according to which different incentives are categorised. In addition, this schedule could point out when to offer incentives, since providing it too often may cause its effect to be reduced. And finally, consideration needs to be given to the individual employee, since not all incentives are suitable for all employees.

An ICE can be used as a motivational tool since it assists in the communication process with the employee, which can offer support, encouragement, rewarding comments, and feedback. These types of events can also motivate employees more in that these events can be educational, which is likely to make the employee more motivated due to increased knowledge, self-esteem, and the feeling of being valued and trusted. ICEs also motivate employees since it brings them an opportunity to have fun together with their co-workers. And finally, ICEs motivate employees since it is designed to communicate to all the senses, which makes the employee more susceptible to remembering the event and its contents. Further guidelines for how to motivate your employees are given in Appendix F.
Appendix A: Overall Thesis Structure

<table>
<thead>
<tr>
<th>Chapter 1</th>
<th>Introduction</th>
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<tbody>
<tr>
<td></td>
<td>This aims to introduce the reader to the thesis topic and the research situations as well as the research questions. This chapter is furthermore designed to present the objectives of the research, along with a presentation of upcoming strategies of the thesis. The chapter introduces the subject areas of meetings, events, communication and motivation.</td>
</tr>
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<table>
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<tr>
<th>Chapter 2</th>
<th>Methodology</th>
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<tr>
<td></td>
<td>The reader is here given a presentation of the research approach used for this study. The research problem is presented, after which the research method used is given, which is followed by the research design and the presentation of the sampling procedure and the participants in this study. This is followed by a description of how the data was collected and how the actual fieldwork was conducted. Then, the procedure of how the data was processed is presented, along with limitations of the research.</td>
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<tr>
<th>Chapter 3</th>
<th>Theoretical Framework</th>
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<td></td>
<td>This chapter focuses more specifically on the subject areas. The chapter begins with the area of communication, its process and the importance of effective communication, and the area of corporate communication. Next, employee motivation is addressed and its significance for corporations today. After that, the meeting industry is presented with all its numerous characteristics along with its significance for corporations and industries of today and for future developments. Events, since being a part of the meeting industry, are then presented, including its definitions, uses, and types. Finally, the area of internal corporate events is introduced, along with its characteristics and purposes. In addition, evaluating internal meetings and events concludes this chapter.</td>
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<tr>
<th>Chapter 4</th>
<th>The Results from Interviews &amp; Surveys</th>
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<tr>
<td></td>
<td>This chapter begins with an in-depth presentation of the participants of this study. The findings have been grouped together into five main categories, under which the research questions from the surveys and interviews are presented along with the responses. These categories are 1) Clarification of definitions, 2) Present situation of Internal Corporate Events and future trends, 3) Planning and evaluation of Internal Corporate Events, 4) Internal Corporate Events and its relation to communication, and 5) Internal Corporate Events and its relation to employee motivation.</td>
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<tr>
<th>Chapter 5</th>
<th>The Analyses</th>
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<tbody>
<tr>
<td></td>
<td>This chapter follows the structure of Chapter 4, with the five main categories. Here, analyses are drawn from the literature research in Chapter 3 and the results from the interviews and the surveys in Chapter 4.</td>
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<tr>
<th>Chapter 6</th>
<th>Conclusions &amp; Recommendations</th>
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<tbody>
<tr>
<td></td>
<td>The chapter has the same outline as Chapter 4 and 5. Here, concluding definitions of the industry terminology is given; conclusions are further given in regards to the present situation of events and possible future trends in regards to the same area. Summaries are presented in regards to the areas of planning and evaluating events, including some recommendations. Finally, conclusions are given in regards to internal corporate events and its relations to communicating and motivating employees. Recommendations for possible future studies conclude this chapter.</td>
</tr>
</tbody>
</table>
Appendix B: Questions for Interviews & Surveys

Background
1. How many employees do you have?
2. Give a brief description of your product and company culture.
3. Do you arrange corporate events? Please give a few examples of corporate events that you arrange.
4. Do you hire other event organisers or do you plan and follow through all the events yourselves? Motivation as to why you take help from others.
5. How many events do you have per year?

The Meeting & Event Industry
6. How does the meeting industry look like today, according to you?
7. How important is the event industry for the tourism industry?
8. How do you think the future looks like for the meeting and event industry?
9. How important are internal events for corporations, the market, Sweden respectively?
10. Are corporate events commonly occurring situations for companies today?
11. How many meetings do you attend per week?
12. Do you have conferences with/for your employees? Number of conferences per year.
13. Do you arrange events with/for your employees? Number of events per year.
14. What are the biggest differences between the internal and external corporate events?
15. A fair is said to hold 3 important parts – the seller, the buyer, and the fair organiser – what can one say the parts are in regards to an event? Please motivate.
16. Are there indirect and direct producers in regards to an arrangement of an event?
17. How would you define the term Internal Corporate Events?
18. Give typical examples of Internal Corporate Events that are commonly occurring for you. Name the 5 main criteria that are common for your internal corporate events.
19. What purpose do your corporate events usually have?
20. What types of outcomes do you expect out of your Internal Corporate Events?
21. Do you have set goals with the events that you arrange? Please give examples.
22. Do you regard internal corporate events as a type of investment or an expense for the company? Are internal corporate events valuable tools for a company?
23. How important is it for companies to arrange internal events for their employees?
24. Are all of your internal events available for all your employees or are some events only available for some groups?
25. Can you see any direct relation between internal corporate events and progress in the company?
27. Can companies use internal events as a means to communicate to their employees?
28. How many of your Internal Corporate Events are set abroad?
29. How much do companies spend, on average, on events today?
30. How do you budget for an internal corporate event?
31. Do you measure the results of your events? If yes, how?
32. Do you hire event companies or do you plan and carry out all your events yourselves
33. Do you follow specific strategies when planning for internal corporate events? Example.
34. How do you think the future looks like for Internal Corporate Events?
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Communication
35. How do you communicate to your employees?
36. How do you best communicate to your employees?
37. Do you have good communication within your company, i.e. does most of the information get to the right person on time?
38. Do you think that good communication between the employees within the company can help the company towards success?
39. If improvements would be done to your communication strategies, what should that be?
40. What do you regard good internal communication to be?
41. Do you use internal corporate events to communicate to your employees? If so, do you think internal corporate events is an effective means of communication for sharing information with your employees?
42. What kind of information is appropriate to communicate through events?

Incentives
43. A lot of focus has for a long time been on the customers of companies. Is that still the case? How about the employees? How important are they to a company? Comment.
44. Do you use incentives to motivate your employees? What kinds of incentives?
45. How important are incentives for the employees?
46. Do incentives affect the productivity of the employees within the company? How?
47. Can incentives affect employees negatively? Motivate.
48. What are your main goals/purposes with your incentives?
49. Can internal corporate events be used as an incentive?

Other questions
50. Do you use specific computer programs as means to assist you in the planning of internal corporate events? Which one/ones?
51. Are there any limitations as to what you can create in regards to events? Give a few examples of what may get in your way.
Appendix C: Examples of Internal Corporate Events.

- Conference
- Educational meeting
- Summer party
- Corporate fusions
- Teambuilding
- Reward
- Incentives
- Product exhibitions
- Retail promotions
- Incentive travels for employees
- Team buildings
- Training seminars
- Picnic
- Boat trips
- Ski trip
- Chocolate tasting
- Go cart race
- Make a company movie together
- Hunting
- Sailing regattas
- Acting session
- Costumes party
- Role play party
- Celebrations
- Marathons
- Garden party
- Seminar
- Christmas party
- Kick-offs
- Corporate partings
- Product launch
- Festivities
- Social outings
- Grand openings
- Dinner
- Business to business hospitality occasions
- Meetings
- Retreats
- Incentive travel
- Golf tournaments
- Wine tasting
- Cheese tasting
- Cook together with a well-known chef
- Record a CD in a recording studio
- Volley ball competition on a beach
- Workshops
- Health days
- Themed events
- Family day at the corporation
- Career days
- Nature events
- Hiking

These are most likely only a fragment of the endless variety of internal events there is, and furthermore, these can also be organised for different levels of the corporation, for example, the departmental, the regional, the national and the international.
Appendix D: Guidelines to the Planning of Events

The 5 P’s of Planning:
- Proper
- Planning
- Promotes
- Perfect
- Performance

Remember when planning events:
- Purposes, Goals and Objectives
- Date, Time and duration of the event
- Invitations to participants
- Check the financial situation
- Locations
- Food and Drink – allergies
- Transportation and travel arrangements
- Direct producers – the closest team
- Indirect producers – for example tent company, caterer, light and sound technician.
- Communication – choose an appropriate communications structure.
- Impacts on society, environment and the economy
- Security and Safety issues
- Waste and environmental issues
- Staffing
- Entertainment
- Alternative emergency strategies – Risk analysis
- Operational Plan
- Evaluation Strategies

Planning of Internal Corporate Events:
- The Meeting location
- The Meeting Agenda
- Meals & Breaks
- Speeches
- Activities & its locations
- Logistics solutions & Transportation
- Accommodation
- Travel arrangements
- Information
- Fun time
- Evaluation
Appendix E: Guidelines to Evaluating Events

Reasons for evaluating events:
- Allows the possibility to identify and solve problems.
- Allows the possibility to find ways to improve management.
- Allows the possibility to determine the worth of the event and its program.
- Allows the possibility to measure success and failure.
- Allows the possibility to identify and measure economic and beneficial impacts of the event.
- Allows the possibility to satisfy sponsors, stakeholders, and other financial contributors.
- Allows the possibility to gain acceptance, credibility and support for the future. This accounts for the public, the management, stakeholders, sponsors, and employees.

Important to consider when evaluating events:
- What is the purpose with the evaluation? What should be evaluated?
- When should the evaluation take place?
- How should the evaluation be shaped?
- Try to cover evaluation from as many participants as possible.
- Analyse the responses and use it for the next time. Learn from it!

The C-checklist of evaluating events:
- Compulsory – It must be done for every event, large or small.
- Concise – It should be no longer than necessary.
- Constant – Evaluation should take place all the time.
- Customised – Follow an evaluation checklist, but tailor it for each event’s objectives.
- Consulted – Evaluate opinions from as many relevant groups as possible.
- Canvassed – Actively seek opinions, do not wait for it to be given; just because customers don’t actively complain, it doesn’t mean they’re happy.
- Customer focused – Whatever the nature of the customers, they must all be asked for evaluation through means like exit surveys.
- Colleague based – All staff should evaluate their part within the event.
- Collected – Collect appropriate information.
- Catalogued – Record information and file it for future reference.
- Complete – Cover all aspects of the event from before arrival to after departure.
- Communicated – Communicate the results to all relevant parties.
- Copied – Use it for future events to repeat the successful aspects but to avoid the failing ones.
Appendix F: Guidelines to Motivational Strategies

Practical advice for successfully motivating your employees:
- Have goals, purposes and a strategy with your incentives.
- Make an incentive scheme if used excessively.
- Incentives should not be used too often; it may then lose its effect.
- Adapt the incentives to fit each employee’s need. Consider generational differences.
- Evaluate the use of motivation. Learn from it.
- Create a motivating environment – culture, policies, and practices.
- Create motivating tasks linked with the job.
- Create motivating outcomes with the job tasks.

Examples of motivational aspects on the job:
- Advanced and up-to-date technical equipment.
- Cash bonuses.
- Merchandise.
- Travel – both on the job and in private.
- Recognition of performance.
- Possibility to be promoted.
- Wages and salaries.
- Job security.
- Incentives.
- Work/life benefits.
- Training opportunities.
- Dry cleaning facilities.
- Day care centres for children.
- Movie and theatre tickets.
- Dinners…
- …and, even a pat on the shoulder every now and then.

Internal Corporate Events assist as a motivational tool in regards to:
- Communication with your employees.
- Motivating the employees to learn through the event.
- Motivates the employees by them having a fun time.
- Reaching all the senses of the employees.
Appendix G: Advantages & Disadvantages of ICE

Advantages
✓ Combines business and pleasure.
✓ Encourages teamwork.
✓ Motivates employees
✓ Educates the participants

Disadvantages
✓ Cannot please all wishes and interests from all participants.
✓ If too large, or not properly organised and planned, ICE may have difficulties reaching all participants.
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Contacts:


Further Experiences from:

Lecture Material: