

inMOLA

Event Management Guide

Standards, checklists and good practice for sustainable, efficient and measurable inMOLA events: physical, online and hybrid

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Introduction

Purpose of this guide

The inMOLA Event Management Guide sets out the standards and protocols that apply to every event inMOLA organises, co-organises or takes part in, from a 20-person roundtable to a product launch, a trade-show stand or a global webinar. It draws on international good practice, adapted to the size, pace and data-driven culture of inMOLA.

Our main objectives:

- Making sure every event, and all communication linked to it, is aligned with inMOLA's vision, strategy and voice, and gives priority to our values and sensitivities
- Delivering events that protect and strengthen the value and reputation of the inMOLA brand
- Reducing the environmental footprint of our events and contributing to the fight against climate change
- Setting an example through practices that respect human rights, gender equality and inclusion
- Creating balanced, successful events that blend creativity with experience and learn from good examples
- Using resources as efficiently as possible, based on a zero-based budgeting approach
- Giving priority to digital, sustainable alternatives from the planning stage onwards, and making responsible purchasing choices
- **Measuring every event with data:** defining KPIs up front and reporting results, as we expect our clients to do
- Making comprehensive plans with careful, preventive steps, and acting quickly and consistently when something goes wrong despite good planning

Who should use it?

Everyone at inMOLA who plans, approves or takes part in an event on behalf of the company (marketing, sales, product, partnerships and management) and the agencies, venues and suppliers who work with us. Partners co-hosting events under joint programmes (for example with technology parks, universities or public institutions) are asked to follow the same principles.

A note from our founder

Events are where people meet our brand in person. They decide whether inMOLA feels like just another software company or a team that understands marketing deeply and respects its audience's time. Every event is also a learning opportunity: a chance to question habits, try something new and measure what really worked.

I ask everyone who represents inMOLA at an event to use this guide, and to help us improve it after every event.

Erkan Terzi · Founder & CEO, inMOLA

Chapter 1: A Sustainable Event Approach

“Every event leaves two footprints: one in people’s minds and one on the planet. Our job is to make the first deeper and the second lighter.” / Erkan Terzi

Climate change makes it necessary to rethink how events are designed. Every event involves hundreds of decisions on energy, materials, food, travel and suppliers, and each one is a chance to reduce our footprint. Events also offer many opportunities to promote equal opportunity and gender equality and to support civil society.

In addition to the practical recommendations below, use the **Sustainable Event Checklist** in the Appendix, based on the United Nations Environment Programme’s *Sustainable Events Guide*.

1.1 Energy use and greenhouse gas reduction

- Where an online or hybrid format achieves the objective, prefer it: it is known to save emissions
- From the planning stage, identify which parts of the event will cause emissions (travel, venue energy, catering, production) and consider changes that reduce them
- Review heating, cooling and lighting needs; avoid unnecessary lighting and screens
- Include the energy used for content production (especially video) and streaming in your calculations, and keep online sessions to a reasonable length
- Prefer catering with a lower carbon footprint; reducing meat on the menu lowers emissions significantly
- Encourage low-carbon travel (rail rather than flights or car where possible) and inform participants who plan their own travel
- Minimise the number of vehicles for staff and materials; record vehicle type and kilometres for emission calculations
- If generators are used, include their fuel in the calculation
- For events with accommodation, ask guests not to request daily linen and towel changes

1.2 Material consumption and waste reduction

- Avoid ordering more variety and portions of food than needed
- Avoid single-use plastics (PET bottles, plastic cups and plates); provide water dispensers, jugs and glass
- At seated meals, ask the caterer not to pre-fill water glasses but to serve on request
- Choose natural, recyclable and reusable materials (wood, cardboard, paper) over plastic and vinyl for décor and stands
- On camera, a simple set with wood and potted plants often looks better than a large LED wall
- Question the need for printed invitations, brochures and notepads; use digital versions and QR codes
- If badges are necessary, choose reusable, undated designs, or QR-code self-print kiosks

- Review whether gifts and promotional items are needed at all; if so, plan quantities carefully and consider a social-responsibility alternative
- Set up separate recycling bins (plastic, glass, paper)
- Donate surplus edible food to food banks or non-profit organisations

1.3 Responsible and local purchasing

- Prefer recycled, chlorine-free and FSC-certified paper products
- Use certified, environmentally friendly cleaning products
- Agree with caterers a minimum share of local, seasonal, organic and/or Fair Trade products, shown on the menu
- Prefer suppliers with sustainable production practices
- Wherever possible, buy services in ways that support civil society organisations, women entrepreneurs and local development — including the start-ups and SMEs in the ecosystems inMOLA works with

1.4 Tracking, reporting and communication

Collect quantitative data from start to finish on:

Area	What to record
Scale	Event duration, number of participants (registered, attended, online)
Resources	Materials used, printed items, reused items
Waste	Amount and type of waste, recycling rate, food donated
Energy & water	Venue energy and water consumption, streaming hours
Travel & transport	Participant and staff travel, vehicle type and kilometres
Stakeholders	Participation and attitude of stakeholders, share of local producers and SMEs

- Use international standards as a reference: **ISO 20121** (event sustainability management systems) and **PAS 2060** (carbon neutrality: measure, reduce, offset, verify)
- After the event, share recycling rates and the event's footprint with participants and colleagues, showing the difference compared with a conventional event
- Include good practice in inMOLA's public communication, so that it inspires others
- Brief agencies and suppliers before the event that you expect sustainable alternatives in everything they do
- Calculate the final footprint after the event and use it as a benchmark for the next one

Chapter 2: An Efficiency Perspective

“A budget is not what you spend. It is what you decide.” / Erkan Terzi

As a growing company, every lira we spend on an event must earn its place. An efficiency mindset means setting aside habits for a moment and asking: what else could this budget achieve, used in another way or another place? Once you are sure your budget is used in the most effective way, you contribute both to your project and to the planet.

2.1 Budget efficiency

- Review existing habits and check whether there are more important opportunities
- Re-examine the design, production and staffing of everything you decide to keep
- Review whether a celebrity host or performer is really needed; an expert moderator or a client speaker often creates more value
- Avoid excessive décor, flowers and LED screens
- Design stand and event materials that can be reused at future fairs and events
- Always collect RSVPs, ideally through an online registration system; it improves both the budget and every detail of the event
- List all event costs and compare them with past budgets
- Ask agencies to adopt zero-based budgeting when bringing new ideas
- Plan travel, transfers and accommodation early to secure cost advantages
- Do not over-staff hosts and support personnel; review numbers as needs change
- Prioritise needs carefully when managing cash flow, and always include a contingency line
- Record differences between the planned and actual budget for future events

Rule of thumb

Instead of consumption, waste and excess: **efficiency and savings.**

2.2 Zero-based budgeting

Zero-based budgeting encourages data-driven decisions and lets us look at spending from different angles. Rather than a one-off cost cut, it offers a sustainable way of using resources more efficiently.

- Build every budget from zero, not from last year's figure or inflation; redefine each line, break it into sub-components and keep it transparent
- The questions this detail raises will reveal new efficiency opportunities
- Involve **spend category owners** from different teams, so every cost is seen by two pairs of eyes
- Avoid negative criticism of ideas in this process; welcome new ideas openly, as each one may encourage the next

2.3 Return on event investment

As a decision intelligence company, we hold our own events to the standard we recommend to clients. Every event budget is linked to expected outcomes before it is approved.

Measure	Example
Cost per attendee	Total cost ÷ actual attendees (in-person and online)
Cost per qualified lead	Total cost ÷ leads that meet the agreed qualification criteria
Pipeline influenced	Value of sales opportunities created or advanced within 90 days of the event
Brand impact	Change in share of voice, mentions and sentiment around the event (tracked with inMOLA)
Content value	Number and reach of content pieces produced from the event (videos, articles, quotes)

Chapter 3: Event Management: General Approach

“An event without a decision behind it is only a gathering.” / Erkan Terzi

3.1 Positioning

Every event is also a communication project, and positioning is its first building block. Start planning with positioning: the rest of the event will take shape around it. The answers to these questions will help you write the event's positioning sentence:

- Is it a brand-building activity, or is it sales-focused (pipeline generation, deal acceleration)?
- Is it for education, or for information?
- Is it a celebration, or a commemoration?
- Who is in the target audience: clients, prospects, partners, investors, ecosystem, press, team?
- Does it have a social responsibility dimension?
- Is it part of crisis management?
- Is corporate reputation its main perspective?

3.2 Event type

The type of event affects everything, from positioning to execution and from budget to procurement. Decide at the start which type fits your communication goals.

Category	inMOLA event types
Product & brand	Product launch · Feature/module release · Live demo day · Brand anniversary
Sales & clients	Client roundtable / executive dinner · Customer workshop · User group · Sales kick-off with partners
Thought leadership	Conference talk or panel · Own conference / summit · Webinar series · Podcast recording with audience · Report launch
Ecosystem & programmes	Technology park, university or incubator programme events · Bootcamps and training cohorts · Demo days · Hackathons
Trade & partners	Trade-show stand · Partner and reseller meeting · Roadshow · International market-entry events
Media & investors	Press conference · Investor meeting / demo · Award ceremony
Internal	Team offsite · Training · Celebration

3.3 Target audience

Knowing your audience, their needs, habits and tolerance points, plays a major role in the success of your event. A clear profile determines the style, scale and media dimension of the event. Answer these questions clearly:

- Whom do you want to address and influence: CMOs, marketing teams, founders, agencies, public institutions?
- What are their characteristics, seniority and sector?
- Will the event reach or speak to clients directly?
- What are the internal dynamics of the group you will host?
- What habits and expectations remain from previous events?
- Is it necessary to meet in person, or could the event be online?
- Is the event open to the media? Could any content cause a crisis?
- Will official or public-sector protocol attend?

3.4 Strategic message

The main message must serve inMOLA's communication strategy and be felt at every touchpoint. Start by defining the event's core purpose (new product, new market, partnership, report findings, ecosystem programme), then answer:

- What message do you want to give, and what need does it answer?
- If there are several messages, prioritise them
- What do you want the audience to feel and experience?
- What do you want to say, and how do you want to be perceived?
- What is the most effective way to deliver this message and feeling?
- Is the result consistent with inMOLA's overall messages? (Remember: inMOLA is "Marketing Intelligence That Decides": reporting, decision and direction together.)

Set KPIs from the start

Define realistic, measurable KPIs before planning begins: for example attendance rate, qualified leads, demo requests, pipeline influenced, satisfaction score, share of voice and content reach. KPIs agreed at the start are what the event is judged against at the end.

3.5 For effective communication

Event management means running every step, from idea to planning, budgeting, operation and reporting, in line with strategic principles. Take a broad view and use the power of 360-degree communication.

- Check whether the event carries a social message, a cultural value and/or a leadership stance
- Take into account the expectations of internal and external stakeholders in design, delivery and evaluation
- Consider the event's relation to the current agenda, season and geography, and aim for maximum public benefit
- If the event is linked to another project or brand, take care of the shared balance; when co-branding, make sure inMOLA is clearly differentiated
- Anticipate reactions and prepare a crisis plan in advance

- Research whether a similar or competing event exists, and make sure yours is original
- Keep brand and audience experience aligned throughout
- Plan digital and social media from the start (see the *inMOLA Social Media Management Guidelines*)
- Decide in advance what lasting value the event will create, and how it can be reused as content
- Do these points change the event's 5W1H? If yes, re-evaluate.

3.6 Calendar management

Make sure the date does not clash with other inMOLA events, and check senior management's agenda early. Also check:

- Public and religious holidays and special days in each target market
- School holidays and exam periods
- The national agenda and political climate
- Local agenda for regional events
- Major industry events and competitor events on the same dates
- The agenda of official protocol, if invited

3.7 Event crisis management

Every detail of an event carries crisis potential. The best preparation is to anticipate possible scenarios and list solutions.

- Before planning, assess the event's characteristics, the current agenda, participant profile and third-party relationships, and prepare a crisis plan
- Name in advance the people who will take the initiative in a crisis, and share their contact details with the right people
- Coordinate the plan with the venue
- Prepare a decision-flow table for informing and getting approval from senior management (aligned with the escalation levels in the *inMOLA Social Media Management Guidelines*)

3.8 Reputation risks

- Follow the political climate and national agenda closely before and during the event, as well as the industry and competitor agenda
- Research the background of the people, organisations, partners and NGOs you work with
- For in-person events, check the venue's history and its positive or negative perception
- For online events, check with the IT/security lead whether the platform stores personal data and has any security breaches
- Avoid divisive language or anything that goes against social consensus on stage or on screen
- Make sure hosts, speakers and performers do not use discriminatory language; review all speeches in advance

- For media-open events, prepare likely questions and answers on the agenda, the industry and inMOLA
- Remind colleagues that only designated spokespeople speak to the press; share the media contact's details with all staff
- Ensure gender balance at every stage of programming (see the *inMOLA Gender Equality in Communication Guide*)
- **inMOLA-specific:** never show real client dashboards, scores or data in demos without written permission; use demo accounts with fictional data
- **inMOLA-specific:** do not make unverified comparative claims about competitors on stage
- Make sure there is no health risk for staff and guests

3.9 Operational risks

A common cause of operational problems is insufficient preparation time or content delivered late. To avoid this:

- Review evaluation notes from past events; list processes that caused problems and prepare solutions
- Assess how each element affects the whole programme; avoid details that complicate or endanger the flow
- Do not change the run of show unless necessary
- Prepare risk and solution scenarios for work processes and share them in writing with all teams
- Define the decision mechanism and responsible people for risky situations in advance
- For simultaneous or consecutive events, plan for enough qualified staff
- For outdoor events, take precautions against heavy rain and extreme weather, which are becoming more frequent
- In long or full-day programmes, plan content and breaks around guests' concentration
- For live demos: always have a recorded backup video, a second device, an offline version and a mobile hotspot
- For online events: test the digital set-up and connections in a full rehearsal
- Make sure occupational health and safety measures are followed throughout

3.10 Natural disaster risk

In the event of a natural disaster or force majeure, coordinate internally without delay and decide all measures and social-responsibility steps with senior management. If national mourning is declared, postpone or adapt the event and pause related promotion, in line with management's approach.

Türkiye lies on one of the world's most active earthquake belts, and our largest cities are under constant earthquake risk. Take this into account when choosing venues: check the building's safety, emergency exits and assembly points.

3.11 Media-open events

- Prepare presentations, speeches and information for the press in digital formats, ready to share after the event
- Share the event's objectives and key messages with the communication team and/or PR agency during planning
- Plan the venue's media needs: clear camera positions, a press riser if needed, a dedicated press area
- Decide on the need for a press wall with sustainability in mind, using existing décor where possible
- Assess the need for a separate interview room
- Set recording rules in advance; if part of the programme is off the record, state this from the press invitation onwards
- For live-streamed events, keep the media updated on the programme
- Share the event on inMOLA's digital and social channels with the right content and timing

TIP

In press releases, highlight the insight and the value created rather than the size of the numbers.

3.12 Protocol management

- Get senior management's approval for protocol guests (public officials, institution heads)
- Decide who will host the official invitation on behalf of inMOLA
- Contact the guest's office to learn requirements and requests
- Apply accepted rules for seating hierarchy and speaking order
- If the guest will speak or present an award, agree details in advance and shape the programme accordingly
- Coordinate seating; always confirm attendance, and be prepared for last-minute cancellations

3.13 Internal coordination

- Inform colleagues in supporting teams (sales, product, customer success, finance) early
- Create and apply a coordination plan for all teams involved
- Prepare a task list with clear timings and responsibilities; share the relevant parts of the run of show in advance
- Learn from the experience of other teams and managers, and research similar practices in the industry
- Agree with sales how leads will be captured, qualified and followed up, before the event

3.14 Legal coordination checklist

Item	Done	Notes
Contracts with all suppliers (venue, host, performers, AV, catering) prepared and signed	☐	
Agency and confidentiality (NDA) agreements signed	☐	
Consent forms collected (speakers, participants appearing in photos and video)	☐	
Production permits obtained (street filming, venue permissions)	☐	
Safety and insurance information of crew collected	☐	
Copyright and licence agreements for content, music and images in place	☐	
Personal data protection (KVKK / GDPR) measures in place: registration privacy notice, explicit consent for marketing communication, data retention period	☐	
Agreements securing agency policies on social media signed	☐	
Permissions from speakers and interpreters obtained for live streaming and recording	☐	
For co-organised events: roles, branding, data ownership and lead sharing agreed in writing with the partner	☐	

3.15 Occupational health and safety

inMOLA's health and safety approach and the relevant legislation take priority in every event. This covers not only our team but also contractors and visitors. The selection of contractors, contracts, set-up, the health and safety of guests during the event and the work done before leaving the venue must all comply with health and safety principles. Assess the event for health and safety at the planning stage, work with contractors who meet the standards, and have the venue's safety measures checked by qualified experts.

Chapter 4: Managing Physical Events

“The venue sets the stage; the details tell the story.” / Erkan Terzi

4.1 Agency and supplier selection

If you are selecting by tender, get proposals from at least three agencies or suppliers. Look for answers to these questions:

- Does the agency have experience of events at the planned scale, ideally in B2B technology?
- How much of the service can it deliver in-house, and how much is outsourced?
- What do other clients say about working with it?
- Do its ideas fit our goal, company, audience, strategy, sustainability approach and cost–benefit assessment?
- Can it develop and apply communication strategies in crisis-prone situations?
- Can it work with a sustainability approach and environmental sensitivity?
- For online events, does it have the necessary digital infrastructure?
- For a fair selection: what is the relationship between the agency and anyone who recommended it?
- Have its references and financial records been checked? Can it provide a guarantee if needed?

4.2 Agency brief

Set the budget before briefing, and sign an NDA if needed. Share the following:

- A project summary with the event’s purpose, main message, strategy and KPIs
- Timing, duration and format (date range, single day, in-person, online or hybrid)
- Target location (Istanbul evening event, technology park venue, international city, etc.)
- Audience details (number, internal/external stakeholders, seniority, gender balance, protocol and press)
- Presentations from previous editions of the same event
- Clear expectations: concept, creative idea, digital solution, stage and set, content
- A request for sustainable products and cost-saving proposals
- inMOLA’s brand characteristics and voice, and the *Logo & Corporate Identity Guidelines*
- Submission or presentation date
- A budget range
- A transparent evaluation process, shared with all parties
- Your red lines, and any negative feedback from past events
- The same information to all agencies, at the same time

4.3 Agency de-brief

- Evaluate proposals against your criteria (strategy, concept, design, health and safety, zero-based budgeting, sustainability)
- Before contracting, give a de-brief to finalise operation and production items; use actual budgets from past events as a benchmark
- Refine the project with detailed comments; consider whether the concept can be used across channels for the whole year
- Ask for backup plans and contingency plans
- Visit venue alternatives in person; confirm the venue and transport are accessible for people with disabilities
- For online events, review the platform and technical alternatives
- Brief separately on music, shows, choreography and costumes if used
- List everything that requires production (set, stage, AV) and agree production times
- Check that hosts, films, performances and presentations meet inMOLA's standards
- Commit the agency to reusing or redirecting items that would otherwise be discarded
- Respond to all agencies at the same time, with detailed feedback; then complete the contract

4.4 Contract warnings

- Never compromise on rehearsal and set-up time; it is essential for safety and success
- Include the payment plan, rates and timing in the contract
- Make sure all on-site staff are registered with social security and appropriately vetted; secure dress code rules in writing
- Sign copyright agreements for all productions (website, film, interpretation, animation, presentation, show) and check licensing and data protection compliance
- Record final approval and delivery dates for all production stages
- Run all third-party contracts with legal counsel; obtain all legal permissions and define usage rights for content
- Secure selection criteria, change requests, costs and approval for creative team members in the contract
- Consider a performance-based payment scale linked to agreed KPIs
- Agree with legal counsel on penalties for unfulfilled obligations

4.5 Project team

- Get to know the agency team members
- Carry out a SWOT analysis before preparation begins; share results and act on improvement suggestions
- Create a detailed event-specific checklist
- Understand the expectations of the executive who will host the event
- List everyone involved and their responsibilities; if several agencies are involved, appoint a lead agency

- Agree on internal communication channels for the project team
- Keep all approvals and revision requests in writing

4.6 Guest management

- Keep all participant information digitally; it makes check-in much easier
- Build the guest list according to the event's content and positioning; set the target number
- Send invitations about a month in advance; use a "save the date" for key events
- Check that titles and organisations are up to date
- Always confirm attendance; prepare a script and FAQ for those making RSVP calls
- Coordinate accommodation requests in advance
- Protect guests' personal data under KVKK / GDPR; collect only the data you need, and record consent for any follow-up marketing
- Agree with sales which guests are priority conversations at the event

4.7 Invitations

The invitation is the first impression of the event, and a chance to convey the concept and message.

- Prioritise e-invitations and online registration pages
- State whether the invitation is personal or includes a guest; state the dress code
- Always include the RSVP contact, email and deadline
- Include the event website, social accounts and the event #hashtag
- Include venue contact details, map, parking and valet information
- Prepare security passes if needed
- Design digital invitations to suit the channel (email, LinkedIn, WhatsApp)
- QR-code invitations can hold all information digitally
- If you wish, add information about a donation made instead of gifts

4.8 Photography and video

The quality of photos and videos reflects the quality of the event, and at inMOLA they are also content for months afterwards.

- Apply confidentiality and data protection procedures fully for photo and video crews
- Brief photographers and videographers on the content and concept; share the run of show in advance
- Do a site visit and light check with the photographer; have them present at executive rehearsals
- Photograph speakers before the session; photos at the lectern rarely work well
- Photograph the set and branding before guests arrive, for the archive
- Pay attention to gender balance in group photos and videos
- Make sure the logo is never awkwardly cut off in photos

- Receive photos and videos curated (duplicates and badly framed shots removed), in multiple formats (high/low resolution, raw footage, short clips for social)
- Plan in advance which moments will become social posts, short videos, quotes and articles
- Manage social media sharing during the event; guide colleagues and prevent careless posts

4.9 Venue and timing

- Check the venue's capacity, technical adequacy and logistics; reserve it
- Book enough time before the event for set-up
- Obtain the venue's architectural drawings and prepare a floor plan
- Choose and set up the venue with an **accessible event** approach: all routes and access points must work for guests with disabilities
- Check the weather forecast; define indoor and outdoor options
- Check Wi-Fi capacity and reliability, especially for demos and hybrid events
- When planning set-up, consider delivery times for transport, production, purchased/rented items and technical, stage, set and table set-up
- When planning rehearsals, allow time for every speaker and segment, and for a full run-through once all content is ready

4.10 Content management

Content gives an event its meaning. Its fit with the concept matters as much as its creativity.

- Make sure strategic messages in different speeches support each other and sit in the right order
- Assess all presentations, films, animations and demos for consistency with the concept, continuity and reputation
- Use language and terms suited to the audience; avoid jargon with non-specialist audiences
- Keep sessions to a length that does not tire guests; plan breaks around concentration in long programmes
- Always prefer interactive content to one-way presentations: live polls, Q&A, hands-on demos, roundtables
- Make content for physical and digital channels consistent
- Share hosts' and performers' scripts in writing and stress the importance of sticking to them
- Expect revisions from management and plan time for them
- Use inMOLA presentation templates and the brand guidelines for all slides

4.11 Preparing for rehearsal

Every event, large or small, succeeds or fails in rehearsal. Have the following ready in writing before rehearsal:

- Pre-event timeline, including deliveries and set-up
- Rehearsal and event-day timeline

- Rehearsal flow
- Minute-by-minute run of show for the event day
- Full list of staff with mobile numbers and responsibilities
- Contact details and roles of third-party participants
- Information on all areas of the venue in use (backstage, storage, etc.)
- Branded materials and their locations
- All technical information, including demo set-up and backups

4.12 Rehearsal checklist

Item	Done	Notes
Security measures	☐	
Playback of all presentations, films and demos on stage	☐	
Health and hygiene measures	☐	
Host and speaker cards ready and content checked	☐	
Technical infrastructure, lighting, sound, generator	☐	
Live demo: main device, backup device, backup video, connection	☐	
Set delivery and installation	☐	
Branded materials and corporate identity checks	☐	
Ribbon, scissors and names to be called on stage (if a ribbon-cutting is planned)	☐	
Registration desk set-up and guest list	☐	
Names and titles of people called on stage	☐	
Table layout and place cards	☐	
Content of planned social media posts	☐	
Hospitality and transfer final checks	☐	
Technical flow	☐	
Cleaning	☐	
Rehearsal of any stage show	☐	

4.13 Event-day steps

Item	Done	Notes
Transfers and venue access arranged	☐	
Hosting positions planned for senior management and protocol; multiple simultaneous arrivals anticipated	☐	
All technical infrastructure working; internet connection tested	☐	
Venue ventilated; backstage areas checked	☐	
Internal and external staff in position; hosts' dress and roles checked	☐	
Valet, runners and backstage staff in position	☐	
Run of show and script shared	☐	
Content ready; live elements checked	☐	
Table and seating checked	☐	
Coordination with catering lead	☐	
Press room and interview areas checked (if press attends)	☐	
Event app, website or registration page updated	☐	
Lead capture tools (badge scan, QR forms) working and synced with CRM	☐	

4.14 General truths

Some basic truths apply regardless of concept or goal:

- Decide the format (physical, hybrid or online) at the planning stage
- Assess each element's effect on the whole programme; avoid details that complicate the flow
- Put a supervisor in charge of each unit on site, and make sure all are well briefed
- Plan bilingual (Turkish and English) content for international guests or partners
- Keep décor consistent with the event's design language; prefer elegance to excess; avoid single-use plastics
- Prioritise environmentally friendly practices and plan with sustainability and efficiency in mind
- Make sure guests are never kept waiting or exposed to bad weather
- When gifts or awards are involved, consider social needs and responsibility; planting a tree may say more than a bouquet
- Ensure gender balance on stage and in seating

- Work through seating for every guest on the floor plan, with the needs of protocol and press in mind
- Seat guests with their companions or mix them across tables to encourage networking, depending on the goal
- Always collect RSVPs: they drive protocol, seating, catering numbers and budget
- Brief agencies and teammates on sound, lighting and music suited to the venue and guests
- For events abroad, learn local conditions and obligations in advance
- Do a full technical rehearsal
- Organise simultaneous interpretation for foreign guests; check the language and that guests receive headsets
- Make sure guests feel safe and comfortable in a healthy, hygienic environment
- Check parking; find out whether private parking is open to the public
- Assign one-to-one hosts for protocol guests
- Plan a waiting area for an ambulance and refreshments for the crew
- Keep staff contact details at hand at all times
- Provide place cards and menus on tables
- Make sure hosts' outfits suit the event theme; avoid extravagance
- Offer vegetarian/vegan options and label allergens
- Calculate catering numbers accurately to avoid food waste
- Define host roles carefully so numbers stay lean

4.15 Trade shows and stands

- Define the goal of the stand (leads, demos, partner meetings, brand visibility) and the KPIs before booking
- Design modular, reusable stands that can travel to future fairs
- Make the stand about decisions, not features: one clear message, a live demo station and a meeting corner
- Book meetings with target visitors before the fair; do not rely on walk-ins alone
- Use digital lead capture (badge scanning or QR forms) synced with the CRM; agree follow-up within 48 hours
- Avoid printed brochures; use QR codes to digital content
- Brief stand staff on messages, demo flow, qualification questions and what not to say about clients and competitors

Chapter 5: Managing Online and Hybrid Events

“On a screen, attention has to be earned again every minute.” / Erkan Terzi

5.1 Advantages, disadvantages and comparison

Online and hybrid events have their own dynamics and can be extremely effective when used at the right time. For a B2B technology company with an international audience, they are often the default.

Format	Advantages	Disadvantages
Online	Low cost (depending on production) · Flexible · Easy to measure · Environmentally friendly · Reaches more people, across countries	Less human warmth · Technology limitations · Possible technical problems · Less excitement · More easily forgotten
Hybrid	Moderately flexible · Easy to measure · Rich experience · Reaches more people	Possible technical problems · Live broadcast risks · More complex to produce
Physical	Face-to-face communication · More memorable · Exciting · Best for networking and relationship-building	Expensive · Not flexible · Harder to measure · Not always environmentally friendly

5.2 General approach

- Design the content, visual style and flow to suit the medium; do not compromise on quality when using new technology
- Prefer short, dynamic segments to long talks; announce what comes next with on-screen captions
- Do not use slide formats wider than 16:9; use larger fonts and fewer sentences per slide
- Split participants into breakout rooms by interest
- Invite more people than usual, as online attendance rates are lower
- Make the experience attractive; use reminders and push notifications well
- Create areas for chat, opinions and networking; consider a virtual “happy hour” before or after
- Use an event #hashtag to encourage sharing
- Let participants create profiles, manage their own agenda and meet others
- Always offer an on-demand recording to registrants who could not attend

5.3 Preparation

- Choose agencies and platforms with strong references and technical infrastructure
- Before using any platform (Zoom, Microsoft Teams, Webex, LinkedIn Live, YouTube, a dedicated event platform), check security and data protection with the IT/security lead
- Test whether the platform can handle the expected number of simultaneous participants

- Choose a moderator who can hold attention and convey energy
- Use social media more actively; choose channels carefully and set an event #hashtag
- Use striking designs and branded backgrounds
- Consider personalised experiences and, where they add value, new formats such as VR, always with sustainability in mind
- Decide in advance whether recordings and presentations will be available afterwards
- For non-public events, use registration with login or unique links as a security measure
- For live broadcasts, run infrastructure, connection, stress and load tests in advance
- Connect registration and attendance data to the CRM so every participant can be followed up

5.4 Webinar checklist

Item	Done	Notes
Topic, speakers and KPIs agreed	☐	
Registration page with privacy notice and consent options live	☐	
Promotion plan (email, LinkedIn, partners) running from 3 weeks before	☐	
Reminder emails scheduled (1 week, 1 day, 1 hour before)	☐	
Speaker technical check (camera, sound, light, background) done	☐	
Slides in brand template; demo account with fictional data ready	☐	
Moderator script, polls and Q&A plan ready	☐	
Backup presenter and backup internet connection arranged	☐	
Recording on; captions enabled where possible	☐	
Follow-up email with recording and next step sent within 24 hours	☐	
Leads scored and handed to sales	☐	

Chapter 6: Health, Safety and Exceptional Circumstances

“Everyone who comes to an event wants to feel safe first. Everything else comes after.” / Erkan Terzi

The COVID-19 pandemic permanently changed how events are run. It showed that trust and safety come first, and that digital participation is now a basic requirement. Future public-health risks, natural disasters and other exceptional circumstances may again require us to adapt quickly. In such periods, the guidelines of the World Health Organization and the Turkish Ministry of Health (or the authorities in the host country) set the minimum standard for our events.

6.1 Before deciding to hold an in-person event

Communication needs continue even in exceptional periods. Before deciding on any in-person event, answer these questions:

- What are the pros and cons of a conventional event for inMOLA's reputation in these conditions?
- Is current data convincing that the situation is under control?
- Could an online meeting or webinar achieve the objective instead?
- Could a small, controlled meeting meet the need?
- Has anything been overlooked from a crisis management perspective?

6.2 Measures during health-risk periods

- Display the rules clearly at entrances and visible points
- Apply official requirements on health checks, masks and testing as long as they are in force; provide masks and hand sanitiser at entrances and common areas
- Plan capacity and seating according to official distancing rules, and post the capacity at the entrance
- Make sure ventilation uses fresh air and follows official guidance on air conditioning
- Plan seating in advance to support contact tracing if needed
- Open rooms early and admit guests gradually to avoid crowding; manage exits the same way
- Clean all areas with suitable products at the right frequency, and keep records
- Provide food and drink through staff service or individually packed items (recyclable where possible)
- Give all on-site staff health and hygiene training; disinfect shared equipment
- Make hygiene compliance a key criterion when selecting suppliers
- Appoint a responsible person for health measures
- Always offer an online participation option

6.3 Postponement and cancellation

- Include clear force majeure, postponement and cancellation clauses in all venue and supplier contracts
- Prepare a short decision tree in advance: who decides, by when, and based on which criteria
- Communicate quickly and honestly with registrants, speakers and partners; offer an online alternative where possible
- Pause related promotion and social posts immediately

Chapter 7: Evaluation

“What you don’t measure, you only remember. What you measure, you can improve.” / Erkan Terzi

7.1 Budget closing

An event’s success is measured by its impact and by the resources it used. After the event:

- Collect final invoices and account closures from agencies and suppliers
- Prepare the actual budget table
- Identify deviations and carry out the project’s financial analysis
- Calculate cost per attendee and cost per qualified lead
- List deviations and lessons for the next event

7.2 Measurement and evaluation

Measurement records the success of the event and sets the benchmark for the next one. At inMOLA, we measure our own events with the same discipline we bring to our clients’ marketing.

- Collect real-time feedback during the event (live polls, QR surveys)
- Run a satisfaction survey (NPS or a short survey) within 48 hours
- Hold an evaluation meeting with the project team and write notes for the next event
- Evaluate partner and agency performance against agreed KPIs
- Analyse digital activity and social media: mentions, reach, engagement, sentiment and share of voice, tracked with inMOLA’s own listening and competitive intelligence modules
- Review media coverage and its tone
- Track leads and pipeline influenced at 30, 60 and 90 days, together with sales
- Send thank-you messages to speakers, partners, hosts and key guests

7.3 Reporting and sharing lessons

An event is only finished when its report is complete. Prepare after each event:

- **Event report**, including KPIs vs targets, budget vs actual and key lessons
- **Health and safety compliance report** (where relevant)
- **Environmental impact report**, using the data collected under section 1.4
- **Content inventory**: photos, videos, quotes and articles available for reuse

Store reports in a shared location so every future event team can learn from them.

7.4 Event scorecard

KPI	Target	Actual	Comment
Registrations			
Attendance rate			

KPI	Target	Actual	Comment
Qualified leads			
Demo / meeting requests			
Pipeline influenced (90 days)			
Satisfaction / NPS			
Social reach & engagement			
Share of voice change			
Media coverage			
Total cost / cost per lead			
Waste recycled / footprint			

Appendix: Sustainable Event Checklist

This checklist is based on the United Nations Environment Programme's *Sustainable Events Guide* adapted for inMOLA. It covers the venue, catering, exhibitions, energy and water, waste, and communication, across preparation, delivery and follow-up.

1. Venue

General

Item	Done	Notes
The venue has an environmental/sustainability policy and action plan covering procurement, energy, catering, transport and waste	☐	

1.1 Transport

Item	Done	Notes
Venue and hotels are close to public transport	☐	
If not, a shuttle or car-sharing plan is arranged	☐	
Any coach company uses hybrid/electric/alternative-fuel vehicles	☐	
Loads for transport before and after the event are combined, or shared storage is used	☐	

1.2 Accessibility and inclusion

Item	Done	Notes
Full accessibility for everyone (ramps, entrances, stage access)	☐	
Sound system suitable for hearing-aid users; induction loops where needed	☐	
Seating options allow people with hearing impairments to see a sign-language interpreter	☐	

1.3 Services

Item	Done	Notes
Cleaning staff are trained in environmentally friendly cleaning	☐	
Eco-labelled cleaning products are used (EU Ecolabel, Nordic Swan or equivalent)	☐	

2. Catering

2.1 Management

Item	Done	Notes
Caterer is local and has an environmental policy	☐	
Staff and participants are informed about food origins and waste reduction	☐	
Facilities for people with disabilities or special needs in dining areas	☐	

2.2 Food and drink

Item	Done	Notes
Tap water or large dispensers/jugs instead of bottled water; several water points	☐	
Meat and dairy minimised; at least one vegetarian option always available	☐	
Vegetarian/vegan food kept separate and labelled; allergens labelled	☐	
Water glasses not pre-filled at seated meals	☐	
Local, seasonal, unfrozen products used	☐	
Organic and/or Fair Trade share agreed and shown on the menu	☐	
Animal products from high-welfare, certified sources	☐	
Seafood from sustainable sources (e.g. MSC)	☐	
Surplus edible food donated to non-profit organisations	☐	

3. Exhibitions and stands

Item	Done	Notes
Décor, carpet and display materials minimised, recycled and/or reused	☐	
Carpet avoided, or reusable recycled tiles used; no permanent adhesives	☐	
Furniture rented rather than bought; multi-functional, reusable furniture chosen	☐	

Item	Done	Notes
Stands use easily dismantled connections (clips rather than glue)	☐	
All materials recyclable	☐	

4. Energy and water efficiency

Item	Done	Notes
Venue has a recognised green building or environmental management certification (BREEAM, LEED, ISO 14001, EMAS or equivalent)	☐	
Renewable energy used	☐	
Water-saving fittings in kitchens and toilets	☐	
Energy-efficient lighting and equipment; motion sensors	☐	
Guests can reuse linen and towels	☐	
Natural light and ventilation used where suitable	☐	
Automatic heating and cooling set to the minimum comfortable level	☐	

5. Waste

Item	Done	Notes
Materials reused or donated (décor, communication materials, food)	☐	
Enough well-placed, clearly labelled bins, including in catering areas	☐	
Waste separated at source (paper, plastic, metal, organic)	☐	
Composting available for organic waste; compostable disposables used where needed	☐	
Cooking oils collected by licensed organisations	☐	
External caterer responsible for waste collection	☐	
Exact guest numbers given to caterer to reduce food waste	☐	
Paper use reduced (digital screens, double-sided printing)	☐	
Packaging avoided or reduced; suppliers take back packaging	☐	

Item	Done	Notes
Paper products have high recycled content, are chlorine-free and FSC-certified	☐	
Reusable plates, cutlery, glassware and linen used; single-use items avoided	☐	
Condiments served in bulk rather than single portions	☐	

6. Communication and social aspects

6.1 Communication with participants

Item	Done	Notes
Public transport information shared with participants	☐	
Travel options ranked by environmental impact shared	☐	
Sustainability efforts communicated before and after the event	☐	
Generic, undated branding used so materials can be reused	☐	
Bags, gifts and printed items locally made from sustainable materials, or avoided	☐	
Gifts replaced by a donation where possible, and participants informed	☐	
Badges reusable/recyclable, with a return point	☐	
Start and end times aligned with public transport and outside rush hours	☐	

6.2 Social aspects

Item	Done	Notes
Diversity and inclusion considered in content, hosts and speakers	☐	
Event starts on time; enough breaks planned	☐	
Personal assistants arranged if many participants with disabilities attend	☐	

6.3 Stakeholder engagement

Item	Done	Notes
Key stakeholders identified and informed about sustainability measures	☐	
Communication campaign plans stakeholder involvement	☐	
Participants and staff informed through announcements and opening remarks	☐	

Contact

For any question about events at inMOLA:

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