

Creating experiences online: Case Live Nation Finland

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<p>The aim of this thesis is to present how online activities and social media channels may be used effectively in order to create better experiences for customers. The research is conducted considering the events industry and specifically the pre- and post-marketing of events through social media.</p> <p>The case company, Live Nation Finland, is interested in enhancing its customers' event experiences and finding ways to engage customers more personally in online environments. In order to better understand the experience creation process, theoretical background behind experience management, marketing and design is reviewed. As this process requires a knowledge of the customers, customer understanding from the view point of connected consumers is being examined. Connected consumers are active in social media and always online and therefore information regarding social media marketing and the most used platforms is also provided.</p> <p>In order to provide the case company relevant information on the current customer base, a quantitative survey was used as a research method along with a literature review. The quantitative approach was chosen as it would be valuable to be able to draw patterns of customers' expectations and behaviour. The survey had 12 questions regarding customers' demographics, event attendance habits and social media usage. The survey was conducted in Finnish, as it was sent out as a part of the company's newsletter written in Finnish.</p> <p>The results of the research suggest that Live Nation Finland has customers who are present and active in online social networks although, due to the low number of responses received, the results can only be seen as directional. As a development proposal, the company would benefit from a strategic social media plan aligned with the overall marketing plan. The company should also evaluate its own presence and choose focus areas to be able to enhance and evolve its customers' experiences. Staying informed of the newest developments in social networks would also aid interaction with connected customers.</p>	
Keywords experience management, experience design, customer understanding, social media marketing	

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1 Introduction

The purpose of this thesis is to present how online social networks are related to creating memorable experiences for customers. In order to provide a wider understanding of the process, this thesis discusses of experience management and design as well as the opportunities that social media presents for the pre- and post-marketing of events.

1.1 Background

The field of marketing is constantly changing and evolving to meet the needs of various businesses trying to reach their targeted audiences, which gives countless opportunities for research. For this reason, it was necessary to narrow down options of the researched field. Before the thesis process there was an opportunity to participate on a guest lecture held by Live Nation Finland as a part of marketing specialization program. This presentation turned out to be very inspiring which gave an idea to conduct research on event related marketing. After the lecture a business card was received from the presenters which led to many email conversations and finally to a thesis topic.

The topic “creating experiences online” was suggested by the PR department of Live Nation, as the gained information could be valuable for them while planning marketing activities to reach and engage both current and new customers through social networks. Their main interests are customers’ needs and behaviour and also their experiences of events, which is an intriguing subject. Everyone experiences events differently which is a challenge for an event organizer trying to satisfy the needs of each individual customer. Therefore, the concepts of experience management, marketing and design are important theories for this research. Nowadays customers also like to share and express their feelings and experiences through various social networking channels, which can be an asset or a threat to a company as both positive and negative feedback may spread out quickly. For this reason, customer understanding and social media marketing were seen relevant parts of the research.

The case company operates in events industry, which has had continuous growth and development during the past years. The importance of events as a part of different sections has become widely recognized among executives, and the industry has achieved considerable role in bringing return of investment and creating new jobs. The industry has generated new need for skilled professionals who design and manage events, and also provides opportunities for businesses’ needed to execute those designs. (Berridge 2007, 48-54.)

1.2 Research problem

The research problem was defined through discussion of the company's current situation and development objectives. Therefore, based on the company's needs, the research was conducted in order to better understand how experiences are created for online environments. Specifically, the company wanted to know how they could effectively communicate about, and enhance the experiences they offer to their customers during the pre- and post-marketing of their events.

The research problem was divided to three investigative questions:

IQ1: What factors affect Live Nation Finland's customers' experiences and decision making process?

IQ2: What kind of communication Live Nation Finland's customers value?

IQ3: What online services do Live Nation's customers use?

Table 1. Overlay Matrix

Investigative Questions (IQs)	Theoretical Framework	Method	Results
IQ1. What factors affect Live Nation Finland's customers' experiences and decision making process?	Chapter 2.1. Subchapter 2.2.2.	Desktop research, Qualitative survey	Chapter 4. and 5.
IQ2. What kind of communication Live Nation Finland's customers value?	Chapter 2.2. Subchapter 2.2.1	Desktop research, Quantitative survey	Chapter 4. and 5.
IQ3. What online services do Live Nation's customers use?	Chapter 2.3. and 2.4.	Desktop research, Quantitative survey	Chapters 4.2., 4.3. and 5.

1.3 International aspect

The formed research topic fulfils the degree programme requirements considering international dimension of a bachelor thesis. Live Nation Finland is a part of global Live Nation Entertainment which is “the largest producer of live concerts in the world” as stated in their Twitter account. The commonly used language is English, even in the office in Finland. Also the customers of Live Nation Finland are multinational.

1.4 Demarcation

Since the case company is part of a huge, multinational corporation, a great deal of consumer data already exists. Therefore, this research concentrated solely on the events organized in Finland and concerns only Finnish customer base. The research was targeted on existing customers in order to reach better understanding of their expectations and behaviour. The customers are seen as connected consumers, a group of customers defined in more depth in chapter 2.2., as the conducted survey was sent out in Live Nation Finland’s newsletter which is delivered by email. As a result, the findings of the research concern only connected consumers who have access to Internet.

To better understand the concept of experience and what is meant by it, general theory on experience formation is discussed in chapter 2.1. However, the thesis concentrates on experiences created for online networks as a part of organized events and therefore it doesn’t include models for enhancing product or service related experiences.

1.5 Key concepts

The key theoretical concepts of this thesis are presented below and discussed in more detail in the second chapter.

Experience management is a process used to direct customers’ experiences with a company. It involves customer understanding as it is based on satisfying their needs and expectations of a company. Experience management requires experience design in order to be effective. (Berridge 2007)

Customer understanding creates a base for all marketing activities in a company. It’s crucial to know who a company’s customers are, how they behave and what they expect from the company in order to deliver value for the customers and create long-term relationships and brand loyalty among them. Surveys and targeted studies are often used to receive information of customers. (Solis 2013a)

Customer experience management aims to discover what customers expect from a company and how these expectations, as well as experiences with the company, could be monitored. The process of customer experience management is used to track interaction between customers and a business and it affects decisions made in order to alter customers' expectations as well as experience design. (Meyer and Schwager, 2010?)

Social media marketing is an ongoing process of using social media channels for marketing purposes. Social media marketing has a potential to reach big audiences. (Charlesworth 2015)

Social media platforms are online based environments in which user generated content may be shared and explored with peers and followers as well as with unknown users depending on the used platform. (Charlesworth 2015)

1.6 Case company introduction

The case company was founded already in 1990. Back then the company operated under a name Welldone Agency & Promotion Oy and was the leading event organizer in Finland. In year 2000 the company became part of global Live Nation Entertainment and changed its name to Live Nation Finland Oy in 2008. Live Nation Finland's turnover has been around 40 million euros in the past years.

Live Nation Entertainment is the world's largest producer of live entertainment events due to its fusion with Ticketmaster in 2010. The company operates in 37 countries reaching around 530 million fans all over the world. Live Nation Entertainment's headquarters is located in Los Angeles, United States of America and it is a listed company. It is also one of the world's top five eCommerce sites with over 30 million monthly visitors. (Live Nation Entertainment 2016)

Live Nation Finland organizes around 600 events in a year and has produced world's biggest arena and stadium concerts for artists such as Madonna, Bruce Springsteen, Metallica, U2 and The Rolling Stones in Finland. As an addition to its own productions, Live Nation Finland acts as a marketing consultant for example for Disney on Ice and delivers artists to rock clubs and concert halls and also for trending festivals all around Finland.

Alongside of the international operations, Live Nation Finland represents many popular Finnish artists. The company is also Finland's leading restaurant consultant and delivers

employees to restaurants and festivals across Finland. In addition, Live Nation Finland owns Events Club Oy, which is the biggest entertainment business's loyal customer system in Nordic area. (Live Nation Finland 2016)

2 Creating customer experiences in online environments

This chapter provides deeper insights on key theoretical concepts and models related to the research problem. First subchapter concentrates on experiences, their management, design and marketing. The second subchapter is dedicated for modern customer understanding and management. The third and fourth subchapters provide information of social media and the platforms used by Live Nation Finland.

2.1 Experience management, marketing and design

According to Pine and Gilmore (2011, 17) experiences are the fourth economic offering in which companies are investing their time and resources for in order to bring added value to customers. An experience is created within each separate customer, as it is personal and acquires interaction between the designed event and an individual.

Experiences are therefore individuals' perceptions and interpretations of situations, or as considered in events industry, of the designed environments. They are multi-dimensional in nature as the meaning individuals' give to each stage of the experience varies within participants. Therefore it's argued that experiences are not static, although they are designed, but rather dynamic and able to adjust during the experience. The level of satisfaction, and thus the interpretation of the experience being positive or negative, is affected by numerous factors such as comparison to past experiences, skills that a person possesses and interaction in social occasions. Active participation, at least in the form of accepting and taking in the offered sensory stimuli, is also required from event participants in order to create an experience for them.

In his book Berridge (2007,124) has listed components of an experience based on a theory of five segments of experience defined by O'Sullivan and Spangler in 1999. One of the segments is described as stages of experience which are "events or feelings that occur prior, during, and after the experience." Berridge also points out similar theory including not only three, but five stages of an experience which were first defined by Clawson in 1963. These stages include anticipation, travel to site, on-site activity, return travel and recollection. Both theories are based on the idea that each of these stages have to be notified in the experience design process since all of them produce a different experience which is interpreted personally by each individual customer. In order to actively influence customers' experiences, each stage should be designed to align with the intended outcome. In many cases companies tend to focus solely on the activity, such as an event, instead of the journey as a whole. As customers are emotional beings, their first impressions during anticipation stage of the journey shape the feeling they have once getting into

the actual activity or as in this case the event. These feelings could potentially set the direction of the whole experience into being positive or negative. On the other hand, if something goes wrong during the first stages, a well-handled return travel after the event might be a crucial point in saving the earlier mistakes, and creating a positive memory to a customer after all. For this reason, it is vital to design and manage all of the stages. (Berridge 2007, 72-75, 124.)

“When a person buys a service, he purchases a set of intangible activities carried out on his behalf. But when he buys an experience, he pays to spend time enjoying a series of memorable events that a company stages - as in a theatrical play - to engage him in an inherently personal way.” (Pine and Gilmore 2011, 3.)

To better understand the role of a customer in experience creation, O’Sullivan and Spangler renovated the four P’s of marketing into 4 P’s of experience marketing. These they named Parameters, People, Peripherals and PerInfoCom. Parameters of experiences are used to shape the experience and guide its marketing by specifying what the experience is all about and what is important for it. These parameters could be formulated based on for example the intended interaction between the experience provider and customers or the elements and qualities that make up the experience.

The second P, People, is the core of an experience since experiences are defined by individuals as discussed earlier. In the context of experience marketing, it’s necessary to know whom you are marketing the experience for in order to plan it. The difficulty here, once again, lies within interpretation as people’s experiences are affected by their own attitudes, past experiences, backgrounds and lifestyles along with various other factors. The third P is the Peripherals which influence the whole experience by adding meaning for customers and bringing uniqueness to the experience. These elements can be for example the time and place of an event, its price and participants, public image and packaging. The fourth and last P is called PerInfoCom which is basically about promotional communication. The aim of PerInfoCom is to inform customers of their needs regarding a specific experience while encouraging them personally to participate in it. Positioning is a key element of this activity as it ensures that the message of a designed experience is delivered to the right group of customers and creates an image of what the experience will be like. (Berridge 2007, 123-130.)

As discussed in the earlier in this chapter, experiences are complex processes which involve both the provider of the experience as well as the participant who the experience is created for. In order to shape customers’ experience throughout the whole journey, it’s important to recognise the role of design in the process. “The experience itself is the by-

product of a consciously designed environment where clear decisions have been made.” (Berridge 2007, 73.)

Design can be defined in various ways as it is widely used to describe for example a purpose or an outcome of planned actions. The aim in experience design is to direct customers' behaviour and perceptions by creating the desired experience for them. In this context, design is a planned process which influences all actions related to a specific experience creation. Just like experiences, experience design is not static either. The process is likely to change according to, for example, developments in technology or shift in customer behaviour. There might also be occurrences in which a business wasn't prepared for or which it couldn't predict, and therefore the designed experience needs to be adjusted to correspond to the current situation. (Berridge 2007, 90-91, 160-162.)

In order to design experiences, businesses need to define what they are creating and why. There's no point to design an experience without a clear goal and an understanding of the objectives needed to achieve that goal. As Berridge (2007, 76) states, experiences are designed to “confirm, challenge or enhance expectations and perceptions.” To be able to do that, a company naturally needs knowledge of the customers whom they are designing the experience for, as well as adequately defined mission and vision of the business itself. A business must determine what they want customers to say about them, what they want customers to do, and certainly how they want their customers to feel about them before, during, and after interaction with the business. Thus businesses are required to recognize the role of a customer already in the design phase of the experience creation process as after all, it is customers whose perceptions of the experience matter. (Solis 2013a, 128.)

“Shared experiences are the natural result or by-product of product design.” (Berridge 2007, 65) Experience design is vital for businesses looking to engage modern customers in a level that creates brand loyalty. There are countless different options and Internet full of information on those options which means that customers are competent in finding a replacement for a brand if they are not satisfied with its offerings. One important factor to keep in mind is that basically, a customer that a business is trying to reach is just like an executive or an employee of a company, or as Solis (2013a, 8.) puts it, “you are the very consumer you're trying to reach.” This means that during the design process, a business must acknowledge that the desired experience is influenced by customers' emotions and memories, which create nostalgia and which can be understood only through empathy. To be able to relate to the customers and create long-lasting relationships with them, a com-

pany must design experiences that appeal to customers on an emotional level and therefore create positive memories. (Solis 2013a, 159-161.)

As consumers access online sources and social networks from multiple portable devices, a critical point to take into account is to optimize all application and website designs to work effortlessly in each individual device. However, all these designs should be aligned in a way that each of them reinforce the targeted customer experience. Otherwise the experience is not delivered to customers in its full potential and it's most likely failing to engage some of the customers. (Solis 2013a, 72.)

2.2 Customer understanding

According to Kimmel (2010, 42) there have been evaluations that at least 3000 to 5000 different marketing messages are presented for an average American on daily basis. As the number originates from year 2010, it is likely to be closer to 5000 or over it by the time of writing this paper. Due to the growing number of advertisement exposure, competition for customers' attention has increased. Also, the attitudes of consumers have changed along with the technological developments, and therefore companies are entitled to find more innovative ways to reach their customers. An important aspect to achieving this is understanding customers, their behaviour, needs and wants, and expectations. As discussed in chapter 2.1., experiences are created within individuals, and to be able to create memorable experiences for customers, a business needs to know what is valuable for them. In order to discover that, businesses' need to learn to listen to their customers instead of only predicting or assuming what they want based on past encounters.

Customers' perceptions are affected by a combination of various factors such as cultural background, education, geographic location, upbringing and values, for instance. Therefore, it can't be assumed that all of them would respond to marketing messages the same way, even though they would belong to a same customer segment. That being said, people do have a tendency to "go with the flow" so to say. This means that they are likely to act the same way as others rather than being the odd one out and doing something different. This applies also to consumer behaviour and the journey customers take. In a situation of uncertainty, consumers ask for advice from peers and family, or nowadays also from social networks rather than from a call centre or salesperson at a store. Among information and recommendations, customers seek validation and acceptance within online social networks. Just as in any given situation, individuals have a need to be part of something, belong to a group for instance, and the different social media channels are providing

them an environment in which they can feel connected to other users at all times. (Solis 2013a, 131.)

2.2.1 Change in consumer behaviour

Due to developments in technology and digitalisation of consumers, it's important to realize that customers have gained a major role in defining brands and creating content, as they are eager to share their experiences online; especially the negative ones. Thus, it's crucial for businesses to listen to their customers' needs and create positive, memorable experiences for them to share as discussed in chapter 2.1.

In his book Solis (2013a, 32-33) refers to a new category of customers which he calls Generation C. This group communicates about their experiences through connected networks and relies on information generated by other users of the network when making decisions. Often this group is defined as Generation Y or Millennials, which means that they were born between early 1980s and 2000, but since mobile devices became commodity, it's not only Millennials anymore who are connected at all times. Generation C is a constantly growing customer segment which includes all consumers whom have adopted digital lifestyle regardless of their age, gender, nationality or other demographics. This change forces companies to rethink their strategies as traditional marketing channels won't be enough reach this segment.

Generation C shares real-world in real time. It's natural for them to check-in to places and therefore inform their friends and followers of where they are and what they are doing. They take pictures of the simplest things, such as a cup of coffee, just to share the joy of drinking coffee. Although these actions aren't perceived as marketing, they have a potential to be highly influential for other users of the social networks in which the content is shared. Whereas sharing may benefit businesses, especially if a user has thousands of followers, it may also cause a loss of customers if the shared experiences are negative. As stated before, Generation G is always online and therefore will quickly find out any negative feedback other users have shared about a particular company, or as in this case, of an event. The same effect happens with word of mouth, only online it reaches bigger audiences in short amount of time. This behaviour creates pressure for companies to take actions to solve the aroused problems and answer to customers as quickly as possible to make sure to minimize the damage. By responding, a company points out that they value their customers and care for the overall experience. This applies also to positive feedback received from customers through social networks. (Solis 2013a, 40-43.)

2.2.2 Customer experience management

Through the change in the way customers behave, and the growing number of social networks available as well as the number of options offered, the expectations toward businesses have increased. Expectations may arise from past experiences, reviews, or competitors' offerings for example, which a customer compares with the current situation of the offered experiences. Not meeting the expectations poses a threat to customer satisfaction and therefore, a company is required to take actions to ensure the delivery of the experience.

According to Meyer and Schwager (2007, 2) "customer experience is the internal and subjective response customers have to any direct or indirect contact with a company."

The aim of customer experience management thus is to discover customers' perceptions of a company and its offerings. It is then used to alter the customer journey and therefore influence the decisions customers ultimately make and the experience they receive from their interaction with a company. The desired result is a satisfied customer whose expectations were met, or even exceeded, and who ends up sharing the positive experience to their peers and followers through social networks. Table 2. presents the main differences between customer relationship management and customer experience management. As the table shows, although related to each other, these functions are used for different purposes and therefore both of them should be a part of a business' processes. Customer experience management deals with shortages in the experience delivery for customers and understanding of customers' expectations. (Meyer and Schwager 2007, 1-2.)

Table 2. Elements of Customer Experience Management (CEM) (Meyer & Schwager 2007)

	What	When	How Monitored	Who Uses the Information	Relevance to Future Performance
Customer Experience Management (CEM)	Captures and distributes what a customer thinks about a company	At points of customer interaction: "touch points"	Surveys, targeted studies, observational studies, "voice of customer" research	Business or functional leaders, in order to create fulfillable expectations and better experiences with products and services	Leading: Locates places to add offerings in the gaps between expectations and experience
Customer Relationship Management (CRM)	Captures and distributes what a company knows about a customer	After there is a record of a customer interaction	Point-of-sales data, market research, Web site click-through, automated tracking of sales	Customer-facing groups such as sales, marketing, field service, and customer service, in order to drive more efficient and effective execution	Lagging: Drives cross selling by bundling products in demand with ones that aren't

According to Solis (2013a, 62-63) there are four stages of engagement which will define whether or not a customer stays with a business or chooses a competitor. These stages are called the moments of truth. These moments are vital part of the CEM process. The theory has been recognized within companies for years already, but since the consumer behaviour has changed, the model had to be adjusted to fit today's needs.

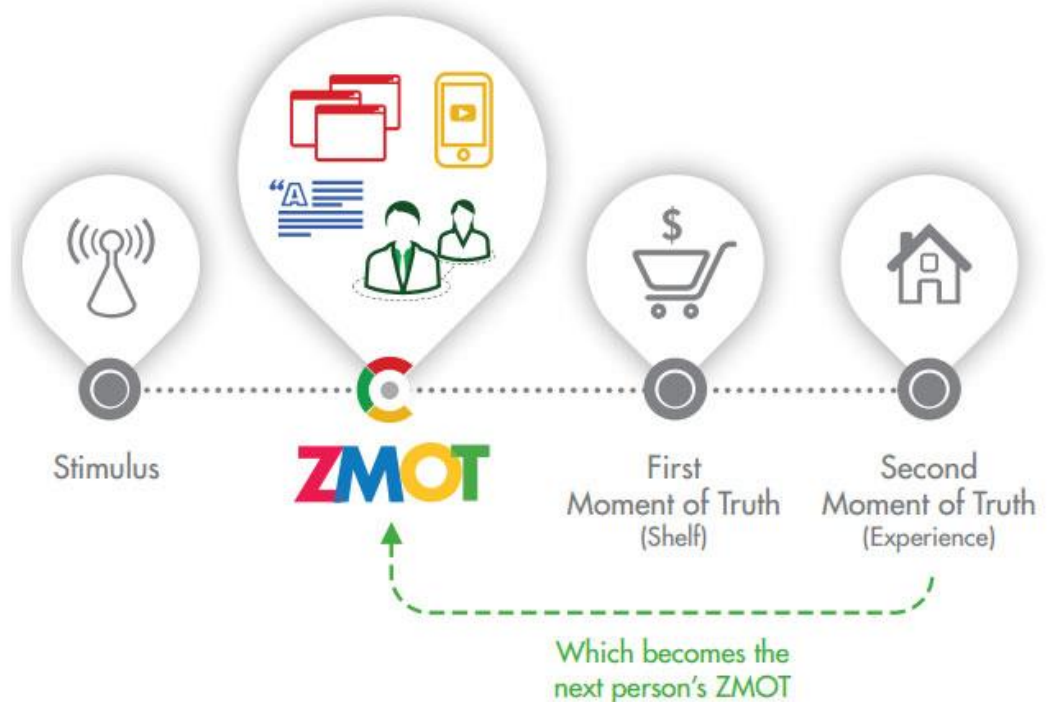


Figure 1. The Moments of Truth (Lecinski 2011)

The four moments of truth are Zero Moment of Truth, First Moment of Truth, Second Moment of Truth and the Ultimate Moment of Truth. The First Moment of Truth (FMOT) and the Second Moment of Truth (SMOT) have been originally defined by Procter & Gamble. (Lecinski 2011) The first seconds when a consumer walks up to a store shelf and looks at the products is what P&G defines to be FMOT. At this stage consumer must make their choice, which is why businesses use resources on making their product to stand out and seem appealing to consumers. Naturally following, SMOT lies within the user experience. Once a consumer has purchased the product, he will find out whether or not he is satisfied with it. As an addition to original steps, Lecinski (2011) identified another moment of truth which was a logical result of the change in consumer behaviour. This stage is called the Zero Moment of Truth (ZMOT). It is a moment before an actual purchase, in which consumer seeks for more information to be able to make the decision. As discussed earlier, Generation C is known to be online at all times and as you may guess, they will also search answers to their questions online rather than by asking a salesperson or going to a library to find a relevant source of information. Once they look for answers through search engines and social networks, they will end up scrolling through other users' reviews and opinions. From a company's point of view, it would be useful to run searches on questions they often receive in order to find out what other sources are telling about them.

This is the point where the Ultimate Moment of Truth comes along. As connected customers share their experiences online, they will create content for other users to find when searching for information and reviews to help in decision making process. This way a connected customer is being an influential part of another possible customer's journey through social networks. For this reason, companies need to pay even more attention to customer experience management than they have in the past. They should invest in creating the experience they want customers to have; otherwise the brand is left for customers to define. (Solis 2013a, 62-65, 74.)

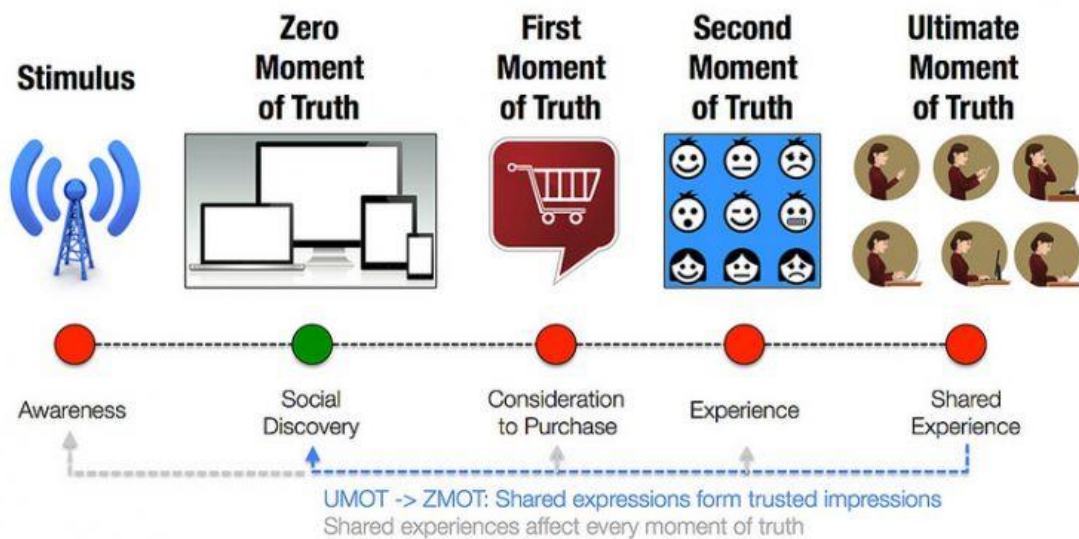


Figure 2. Enhanced model of the moments of truth. (Solis 2013b)

There are also four main steps which each business needs to take to be able to connect with and engage connected customers. The first step is to listen to them. Connected customers have a lot to say, and it's up to businesses to be receptive in order to understand what their customers need. The second step is to learn how they behave and where they get information that affects their whole customer journey. By doing so, a business will be able to define the touch points in which customers are influenced. This leads to the third step which is engagement. After discovering the moments of truth of customers' journey, it's time to engage customers on these moments to add value to the interaction and affect their experiences with a company. The fourth and final step is an ongoing process in which businesses need to adapt new processes and strategies in order to make improvements on the previous steps. (Solis 2013a, 102-103.)

2.3 Social media marketing

Since there is now a better understanding of today's connected customers and their behaviour, it's also important to understand the environment in which they are communicating to businesses and to each other. To begin with, social media is a constantly evolving environment making it hard to define and control. All social media are based on online interaction between individuals and the main purpose of these networks is to offer platforms for shared user generated content and communication. Social media can be defined to be any kind of existence in online environments in which users may create content by themselves without having a control or ownership of the site. It is a cultural phenomenon which is used to share and produce information through interaction with other users. (Charlesworth 2015, 1-2.)

For businesses, social media presents an opportunity to interact with their customers personally and learn about their attitudes toward a business as well as their needs and wants. Social media presence may increase brand recognition and loyalty and additionally lower marketing costs. On the other hand, it can also be a challenge for companies whom are not flexible and ready to change their business models according to changes happening around them. Most businesses are already present in the different networks, as social media is not a new environment anymore, however, being present is not enough to create experiences for connected customers. The problem for some companies is the lack of resources and skilled employees that are needed to be able to compete in social environments. The aim for businesses is to engage customers with two-way communication rather than interrupt them by relying solely on one-way communication which is part of the traditional push model, such as advertising, where businesses created a product or service and expected the customers to want it instead of finding out what the customers actually want as in pull model. (Strauss & Frost, 2012, 182.)

One clear benefit of social media is the fact that consumers are participating in the marketing process. As connected consumer are actively creating, posting, and sharing content, they will consciously and also unconsciously market different products, services, brands and places. For example, when a connected customer enters an event, they will most likely take a photo of themselves being there and share this photo to social networks and also tag their whereabouts to it. This way the customer is promoting the event without expecting any commission from the business that arranges the event. Straus and Frost (2012, 38) name a concept called inbound marketing in their book which consists content, social media and different techniques used for search engine optimization. These involve consumer created content such as videos, images, text and audio that present in for example blogs, Facebook, Twitter and other social networks. The aim of inbound marketing is for business to be found among connected consumers. However, a company can't rely solely on consumer generated content. It is still entitled to also create interesting and relevant content for consumers which draws their attention and enhances the image of the brand instead of just being present as discussed earlier. This content can be then liked, commented, and shared by consumers.

In order to truly add value for customers as well as for the business, social media marketing should be planned accordingly. Just like all other activities in a company require strategic planning, so does social media. There's no point to post something here and there and hope for customers to react to these posts. Strategic social media planning demands clear goals and understanding on how to actually achieve them. It would be beneficial to

add social media plan as a part of a company's overall marketing plan, to make sure there are enough resources and that it's aligned with other marketing objectives. Based on the framework model of a e-marketing plan suggested by Strauss and Frost (2012, 73) the first step in creating the plan is to perform situation analysis. This includes reviewing the existing marketing plan, analyses of the environment and customers as well as outlining the current social media presence. Secondly, it is suggested to carry out a marketing opportunity analysis through for example segmentation, positioning, and differentiation in order to evaluate possible profitability and sustainability of a target group and define competitive advantages. After this process a company should define the objectives and general goals as well as revenue streams if needed, to be able to design communication and promotion and social customer relationship management. This creates the base for implementation plan which is utilized to design which channels are to be used, how information of the customers is collected, and how relationships with them are created. After that comes possible budgeting if the company is planning to use money on for example advertising in social media or hiring new employees for the job, designing a new webpage or creating new advertising and promotional materials. Last thing to do is to create an evaluation plan to define performance metrics used to track the success of social media activities. (Strauss & Frost 2012, 73-80.)

In the context of events, Charlesworth (2015,198) argues that there are four stages to be considered when organizing an event with the help of social media marketing. These stages are the actual organizing of the event, promotion of the event, enhancing the live event experience, and prolonging the life cycle of an event. Considering event organization, social media can be used to ease cooperation and communication among participating organizers. Different social media platforms allow discussion of the event elements and they can also be used for attendance confirmation to be able to anticipate the size of the event. Social media channels are also an effective way to promote events. One very commonly used practice is to create a page or a profile for the event. For instance, Facebook offers an easy solution for events, as there is a separate function which allows anyone to create an event page where users can be invited to the event and where they may also confirm or deny their attendance. Better yet, if the event is public, confirmed attendance shows up on friends' newsfeeds and therefore one single user spreads the awareness of the event to their contacts. Another useful way to promote an event is to choose an official hashtag for it. A hashtag is a word, expression or saying marked with a hash mark (#). They are used to single out a specific subject or a keyword within a text. Hashtags can be used for searching posts related to a certain subject. Hashtags therefore help to form so called buzz around the event and encourages interaction between event

participants. Additionally, pictures and posts related to the event are easily found through hashtags. (Sprout Social 2016)

Social media can also be a great asset in enhancing live experiences created for customers. Event related information such as announcements of possible changes or questions that arise from customers can be addressed using social media networks. Customers may be even allowed to ask questions during the event, for example in conferences, through Twitter if it's projected to a screen or used by the speakers. Another possibility is live streaming, which allows all attendees to keep up with what's happening even if they can't see the stage for instance. Posting pictures of the event as well is an effective way to keep up the buzz around it. Enhancing the experience through social media also works for people who couldn't attend the event, as they are also able to see all content generated from it and contribute to the discussion. By posting interesting material from the event, it is possible to create a need for those who couldn't be present to attend next time as they see what they are missing.

The fourth stage, extending the experience, works similarly as the enhancing process. As discussed earlier, it's important to consider customers' experiences before, during and after the event. One efficient way is to for example film the event and upload an edited version of the video onto YouTube and share it via other social media channels. Through video customers are able to return to the event venue and remember the feelings they experienced. Another useful way is to share photos of the event, if there was a professional photographer taking pictures or a photo booth for instance. Customers are then looking forward to see their pictures and share them in their own accounts. These type of activities also attract new attendees as they gain a better understanding of what to expect from the next upcoming event, and simultaneously they may generate valuable information for the organizers of what worked and what didn't, and if the customers liked the event or not. (Charlesworth 2015, 198-200.)

2.4 Social media platforms

Due to rapid developments in technology, businesses are having difficulties to stay ahead of time, and competitors, in the field of social media. It's a continuous learning process, as new platforms are created and the existing once developed with new features and ways to share and create content. Below are listed and shortly presented the most common social media platforms which Live Nation Finland's customers mostly use and where Live Nation Finland is present.

Facebook is probably the most well-known social media channel. Founded in 2004, Facebook's mission is to keep people connected by giving them authority to share and artic-

ulate what's important to them. Facebook also aims at making the world more open and its users are in fact actively sharing information and phenomenon around the world. According to Facebook's statistics, it had 1,09 billion active users on average daily in March 2016 and 1,65 billion active users on average monthly. As the statistics show, Facebook reaches enormous masses every day creating great opportunities for businesses to interact with their customers. Facebook also offers companies an opportunity to create a page for their brand, which allows easy tracking of the page statistics such as visits, likes and followers. (Facebook 2016)

Instagram is a mobile application based on visual storytelling and has over 300 million users. It is a global community that allows people to share their lives through pictures instantly with their peers and other users if chosen to. Users of Instagram share over 60 million pictures daily and those photos can be shared also to other social platforms via Instagram. Adopted from Twitter, hashtags play a huge role in Instagram as pictures are described and can be found by using hashtags. A company may create its own profile which is the same as any other user profiles in Instagram and therefore easily approachable. On Instagram, it is also possible to tag other users to photos which widens the reached audience to their circle of followers as well and might guide new followers to a company's profile. (Instagram 2016)

YouTube was founded in 2005. Based on videos, it offers its users an opportunity to search, watch, and share videos uploaded to the platform. YouTube has over a billion users and more than half of its views are from mobile devices. The time spend watching videos in YouTube has grown by at least 50% over a year. YouTube gives companies an easy way to share their marketing videos for big audiences. The service is owned by Google. (YouTube 2016a.b.)

Twitter states that its mission is to empower everyone to share and generate their ideas and thoughts freely. The idea behind Twitter is to give users a voice to express their opinions in a way that may reach huge audiences. Twitter has 310 million active daily users and 83% of the users use Twitter through mobile devices. The use of hashtags originates from Twitter and they are nowadays widely used in other networks as well. Tweets can be really powerful and they are often used to deliver messages to the society of what's going on and how people feel about it. (Twitter 2016.)

Snapchat is a mobile application based on sharing pictures and videos for peers and followers. Founded in 2011, Snapchat already has over 200 million users and 100 million of them use it daily. The application is meant for taking snap shots, or short videos, which

will appear to other users for a certain amount of time and be self-destruct or deleted by the system after that. In 2015, 6 billion videos were watched on Snapchat on a daily basis. (Kriel 2016.)

2.5 Conclusion of theory

Since today's connected consumers or Generation G, as Solis (2013a, 39) would refer to them, are highly informed and educated of available options, they have become more demanding toward businesses. Expectations have raised and therefore consumers won't settle for ordinary. Instead they are looking for special experiences and interaction with businesses. This means that experience design and management must be taken into account within companies' strategy planning. The activities are also to be evaluated and developed to match today's needs. As created experiences are not to be stable, but rather adjustable due to rapid changes within online networks, the strategy must also be flexible. To be able to understand, design and manage the experiences created for connected consumers, a company needs educated and skilled employees who truly understand social media, as it is an influential environment in which customers share their own experiences and therefore may affect other users' decision making. Social media planning should also be a part of the whole company's marketing plan and align with its goals. In order to create experiences for customers to share in social media, a business is entitled to study its customers' behaviour and habits, needs and wants, expectations, and activity in different social networks. It takes empathy and interaction, as well as statistical analysing to understand and be able to react to the needs of consumers. Companies also need to recognize that different social media channels acquire different content, solutions, and designs as consumers expect diverse material. Additionally, webpages must be optimized for mobile and tablet usage, as a growing number of consumers visit the pages through mobile devices.

3 Research methods

This chapter presents the used research methods, which aimed for gaining a better understanding of Live Nation Finland's customers' online behaviour, and how experiences could be created for them in online environments to add value to the interaction. The chapter provides information on how the research was designed and how the gathered information was analysed.

3.1 Research Design

The research for theoretical background was conducted as a literature review and desktop research in order to find relevant models and principles to provide a foundation for a case study and therefore discover a solution to the research problem.

The used method for data collection was a quantitative survey directed to Live Nation Finland's customers. A quantitative approach was chosen in order to gain better understanding of the customers' social media habits and expectations regarding the offered content. As agreed with the commissioning company, it was important to gather information of customers as a whole, as the company organizes various events and aims at reaching all of their audiences. A survey was chosen as a research method to be able to gather information of a large customer base and then apply this information to interpret the views and habits of the customers.

The survey was created on the basis of theoretical background of the research and the case company's needs. The questionnaire was designed simply to receive general, anonymous data, of the customers with the help of a browser-based tool Webropol. The survey was distributed to customers within Live Nation Finland's newsletter, which was sent via email. The newsletter is written in Finnish, and for this reason the survey was conducted in Finnish as well. Finnish consumers are also more likely to answer questionnaires in their mother tongue.

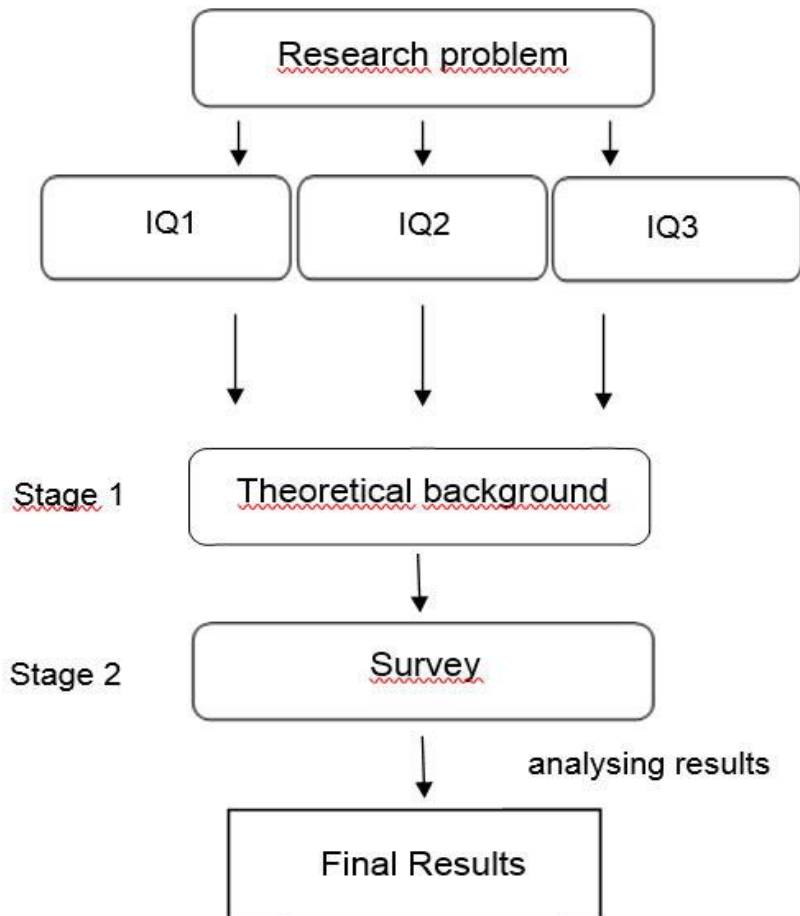


Figure 3. Representation of the research design.

The theoretical background was used to support analysing the findings of the conducted survey. Furthermore, it served as a base for recommendations offered to the case company, and as general guidelines for creating experiences online.

3.2 Reliability and Validity

The chosen literature and e-resources were carefully selected to be able to form wide understanding of the researched field. Some authors had actually cited each other in their books, and it was easy to find information of them as well. The concern for literature sources was the ongoing change and developments, as some sources offering theory related especially to online activities might be getting outdated already. Social media evolves every day, and thereby it is difficult to keep up with the new innovations and find relevant, up to date information from the literature sources.

The chosen e-resources were picked from generally accepted, trustworthy pages such as Forbes.com and gone through fully before using them as references.

The commissioning company agreed to send out the survey to its customers which ensured that the right audiences was reached. The survey was placed on the company's newsletter which is currently sent out weekly on Fridays.

3.3 Analysis Methods

The purpose of analysis is to transform the gathered data into a form which provides understanding and meaning for the collected data. For analysing information gained from the quantitative survey, statistical methods were chosen to be the most useful way to examine the results. This process is used to generate patterns and therefore interpret the behaviour and expectations of Live Nation Finland's customers.

Considering statistical methods, frequency distributions were mostly used to study the responses of each separate question. To better visualize the outcome, bar charts were created out of frequency tables as they are more convenient for this type of research than for example pie charts. Information is largely provided as percentages, and therefore it's important to notify that in multiple-choice questions the rates might go over 100% as respondents were able to choose more than one of the presented options. (Ghauri & Grønhaug, 2010, 153-155, 199.)

4 Results

This chapter is dedicated solely for presenting the findings of the conducted survey in a neutral way. The results are presented with bar charts to make them clear and convenient, and the most important numbers are highlighted in the interpretations given under the figures.

4.1 Demographics of the respondents

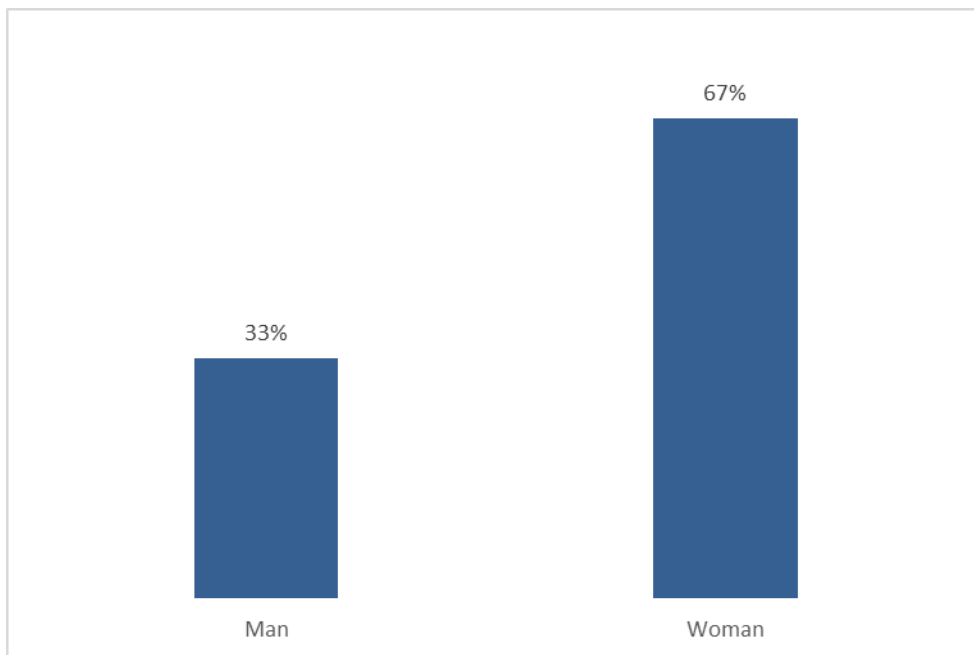


Figure 4. Respondents gender deviation

Considering respondents gender, women were clearly more active in answering the questionnaire as almost 70% of the responses were given by them. Only 33% of the answers were given by men.

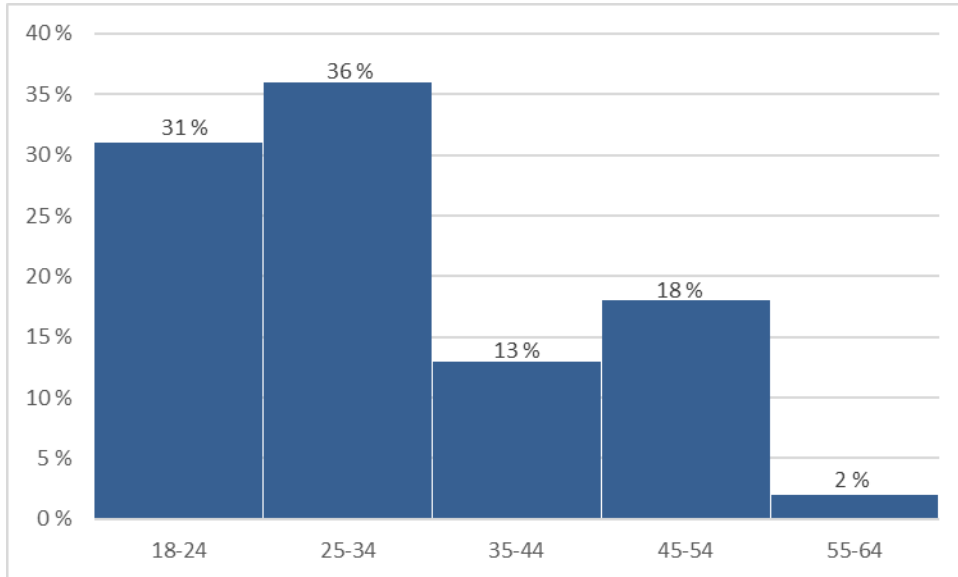


Figure 5. Age division of the respondents

The majority of the respondents, 36%, belonged to an age group of 25 to 34 year-olds. Another bigger group was 18-24 year-olds as 31% of the respondents reported belonging in it. Only one respondent was over 55 years old and none of the respondents were under 18.

4.2 Questions related to events in general

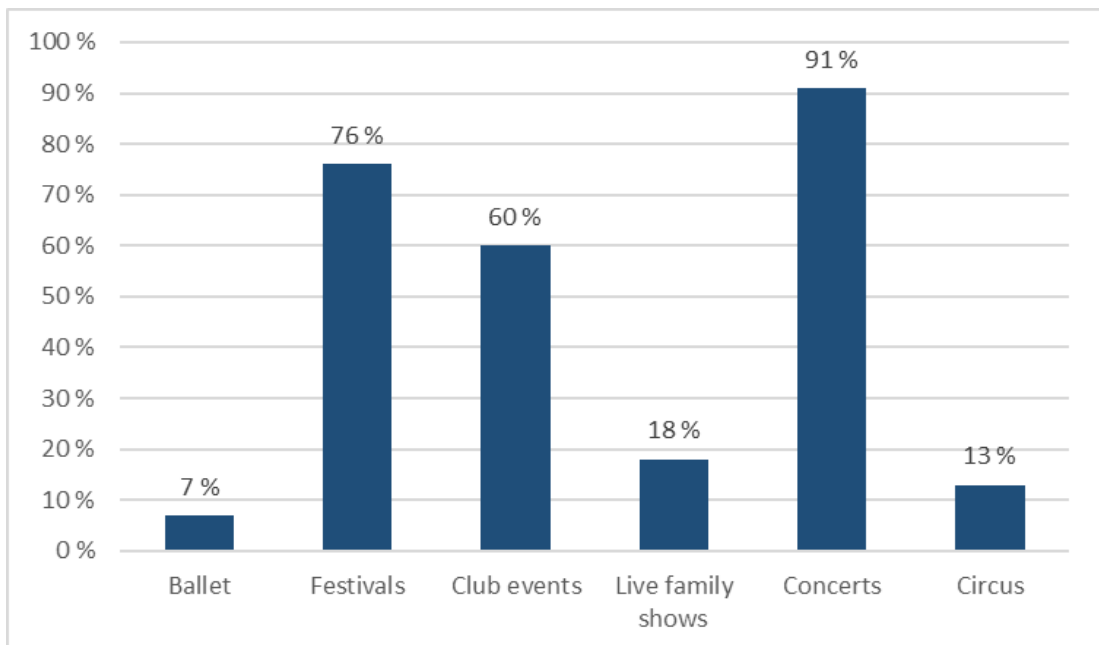


Figure 6. Type of events attended by the respondents

Concerts are clearly the most attended events as slightly over 90% of the respondents have participated on them. Festivals are also popular among respondents as 76% attended them as well as club events attended by 60% of the respondents.

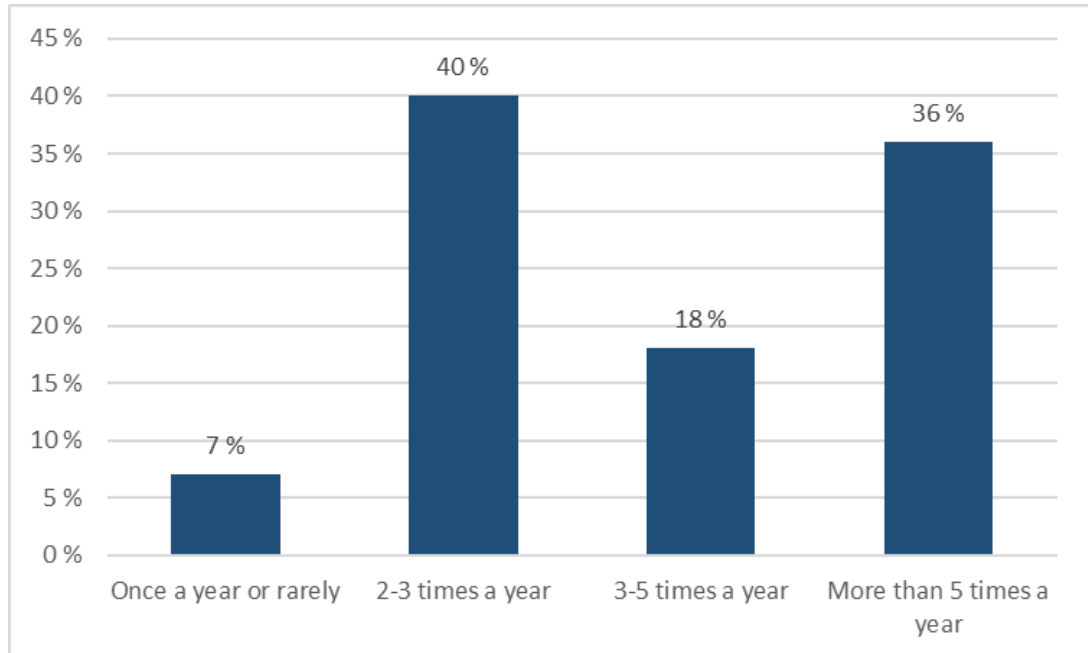


Figure 7. Attendance frequency

The majority of the respondents, that being 40% of them, attend events 2-3 times a year. Almost the same amount, 36% of them reported attending events over 5 times a year. Only 7% said that they attend events once a year or even not at all.

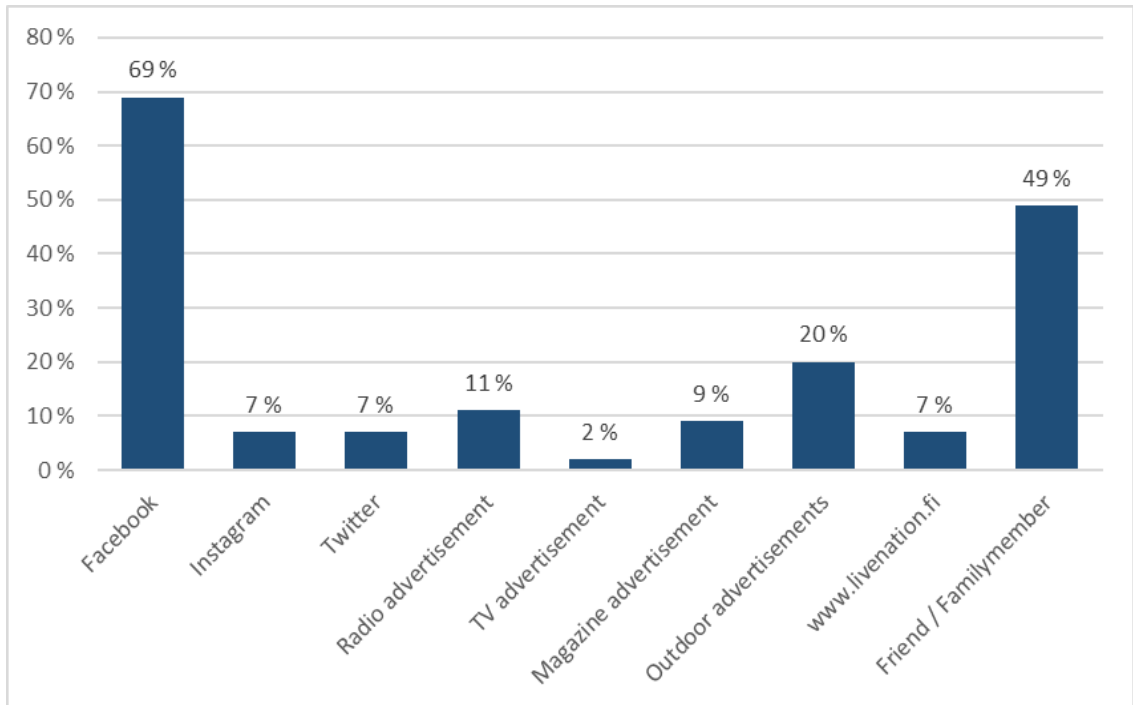


Figure 7. Channels which affected last purchase

Last time the respondents visited an event, almost 70% of them heard about it through Facebook and 49% also said that they heard about it from a friend or familymember. Following these channels, 20% of the respondents reported seeing an outdoor advertisement about the event and 11% had heard about it from radio.

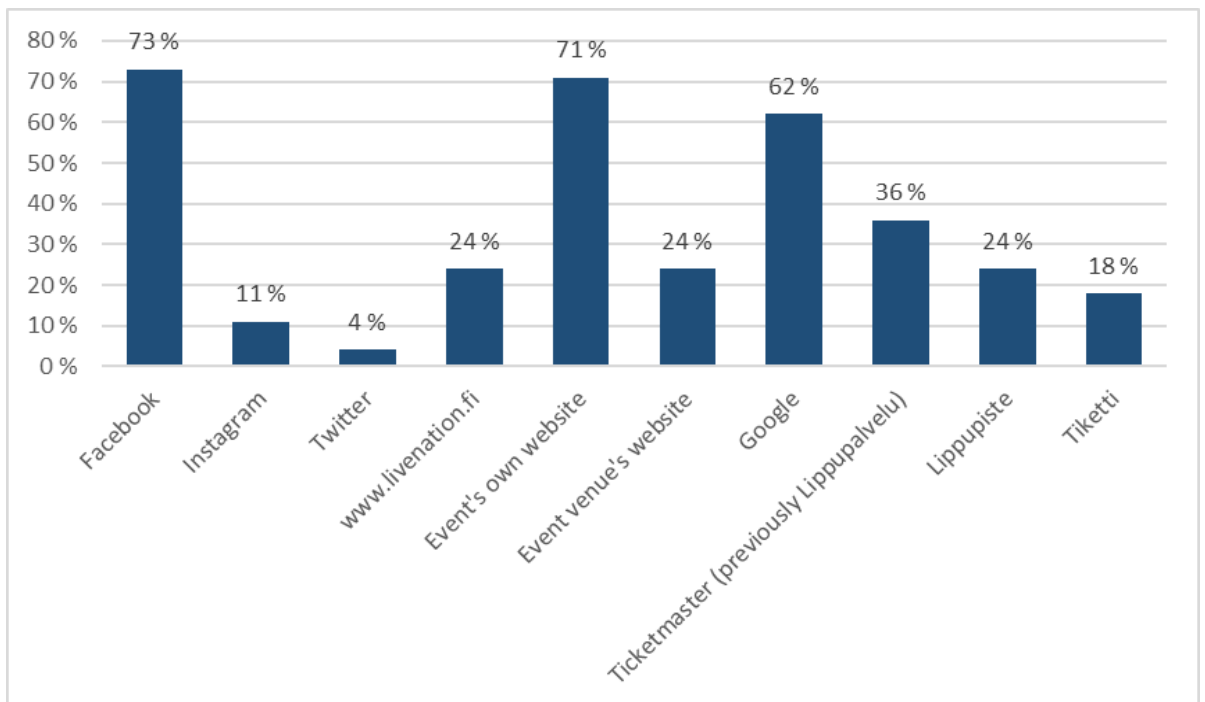


Figure 9. Channels where customers search for information of events

Over 70% of the respondents are using Facebook and even'ts own website to find information of the event. Following closely is Google, as little over 60% of the respondents use it to search for information. Also Ticketmaster is more used than other ticket sales companies with 36% of the respondents using it compared to 24% on Lippupiste and 18% on Tiketti.

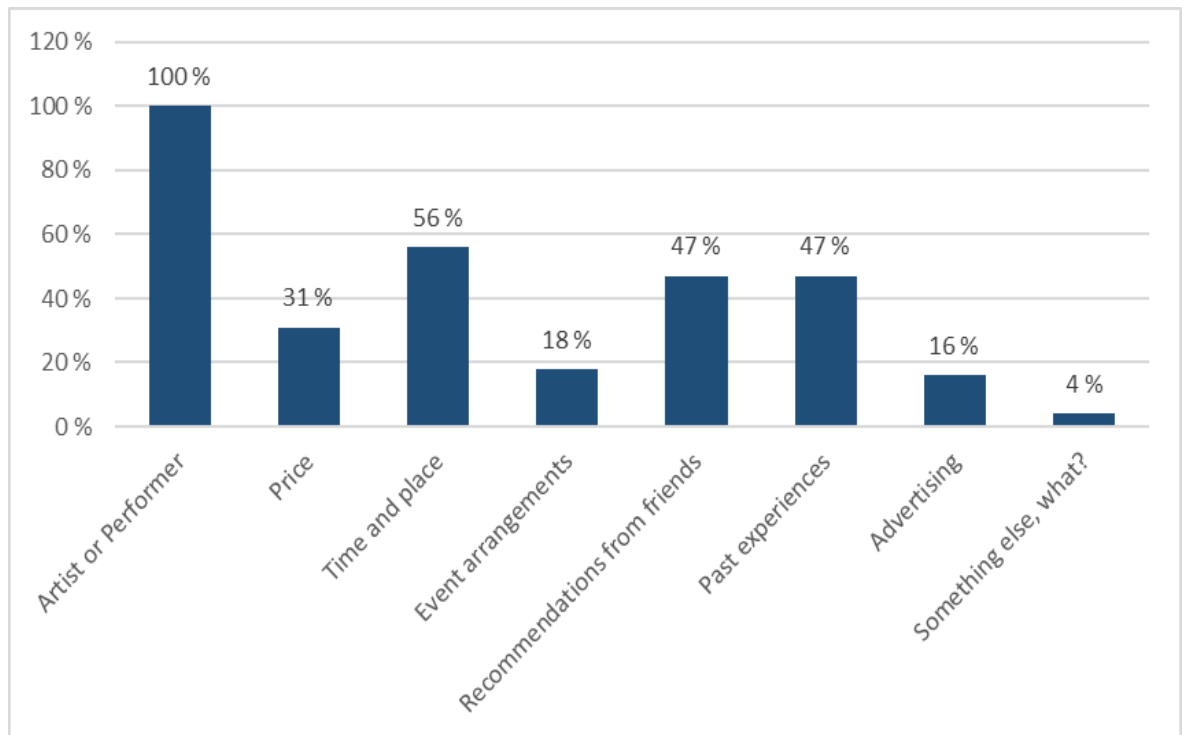


Figure 10. Factors affecting decision making

The most prevalent factor affecting the respondents decision of attending an event was the artist or a performer of the event as 100% of the respondents chose this option. Another important factor, as over half of the respondents said, was time and place of the event. Almost 50% of the respondents also value recommendations from friends and also previous experiences as seen in Figure 10.

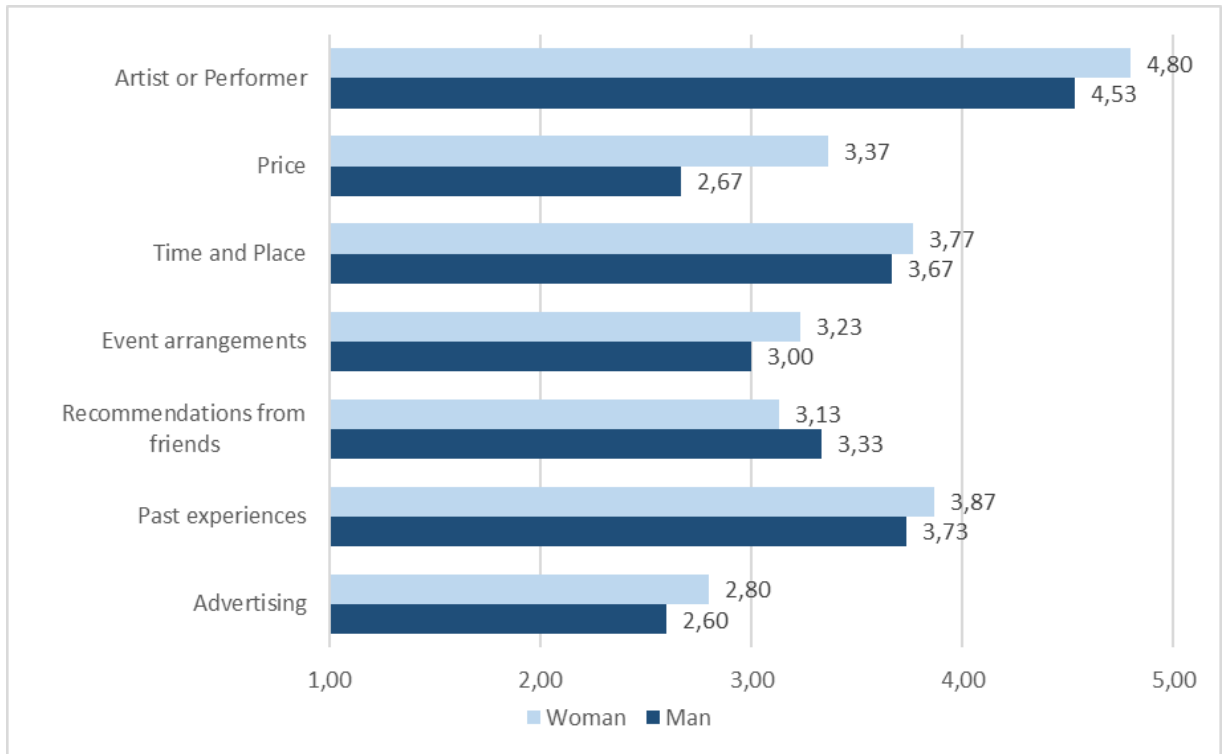


Figure 11. Influence of factors affecting decision making

As seen in Figure 11, the artist or a performer has the biggest influence on decision making for both women and men. Past experiences and the time and place of the event are also among most influential factors when making decisions. For men, friends recommendations are slightly more valuable than for women, however price is more influential factor for women than for men.

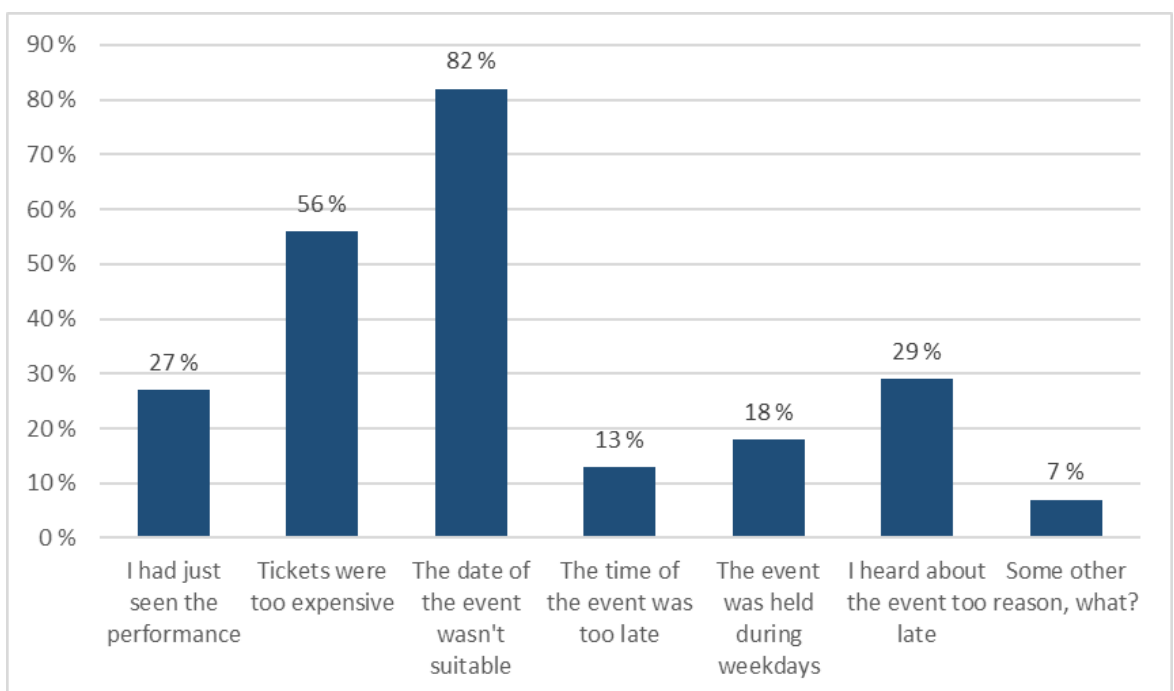


Figure 12. Reasons for not participating in an event

The most common reason for not attending an interesting event was that the date of the event wasn't suitable for the respondents as 82% of them answered. Another notable reason was that the tickets were too expensive, which was the case for over half of the respondents. Also the fact that a respondent had just seen the performance or that they heard about it too late were common reasons as almost 30% of the respondents answered.

4.3 Social media related questions

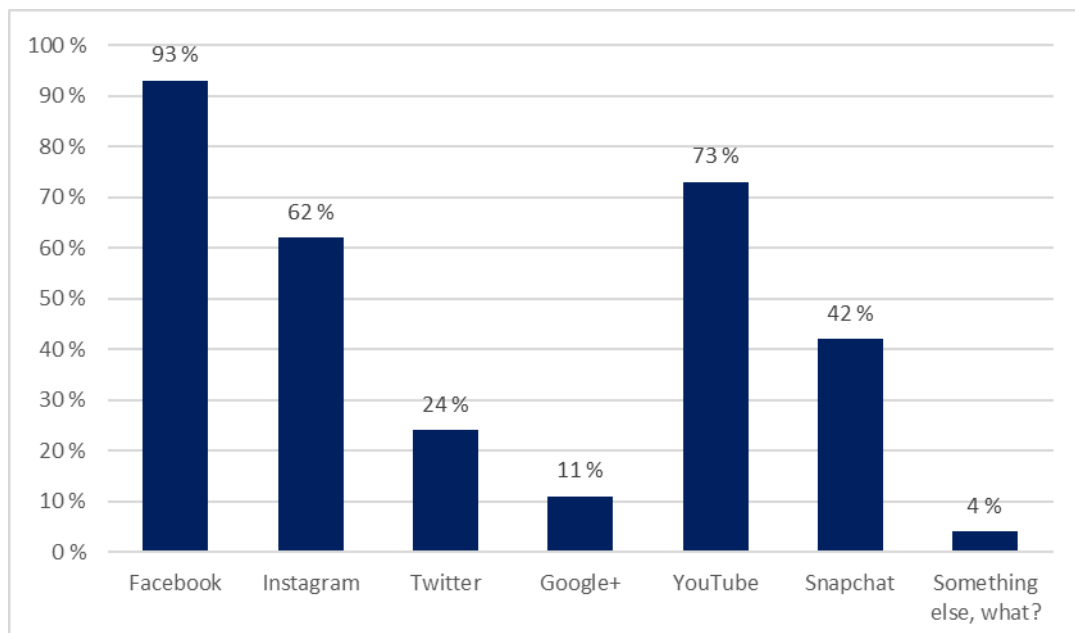


Figure 13. Used social media channels

Even though it's been argued that Facebook is losing its status as the channel in social media, it was the most used among respondents. Almost all of the respondents (93%) say that they use Facebook. Also over half of the respondents use YouTube (73%) and Instagram (62%). Snapchat is among the most used channels as almost half of the respondents (42%) claim to use it.

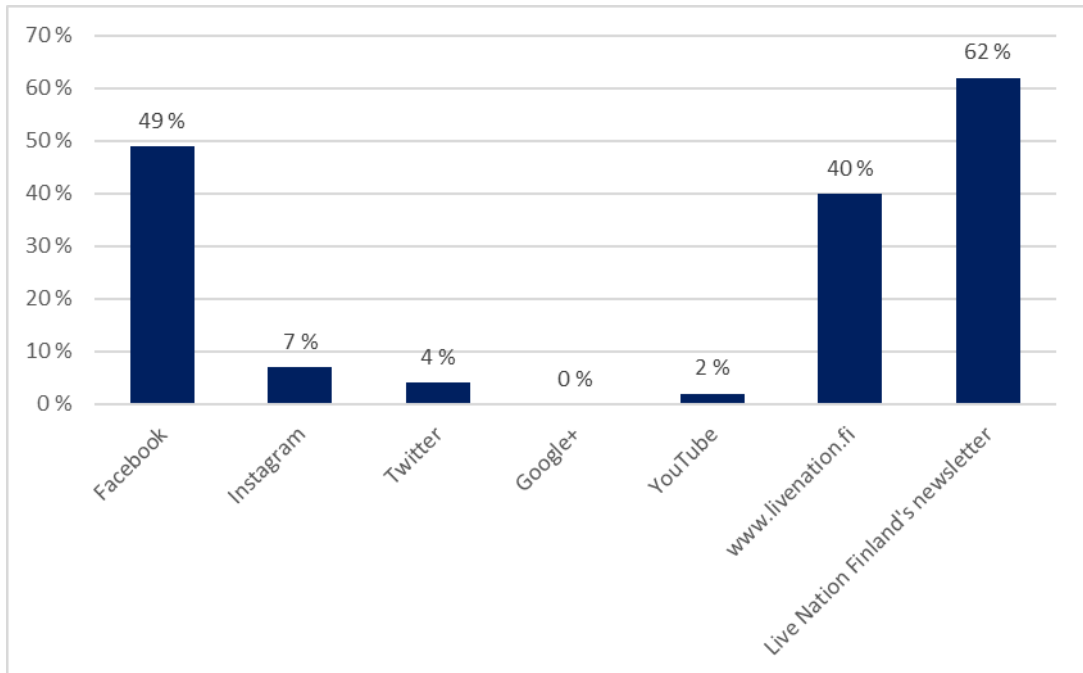


Figure 14. Following on different channels

The majority of the respondents follow Live Nation Finland through their weekly newsletter, as 62% of them declared. Also almost half of the respondents are following their Facebook page and 40% their webpage. Only 7% of the respondents say that they follow Live Nation Finland's Instagram account.

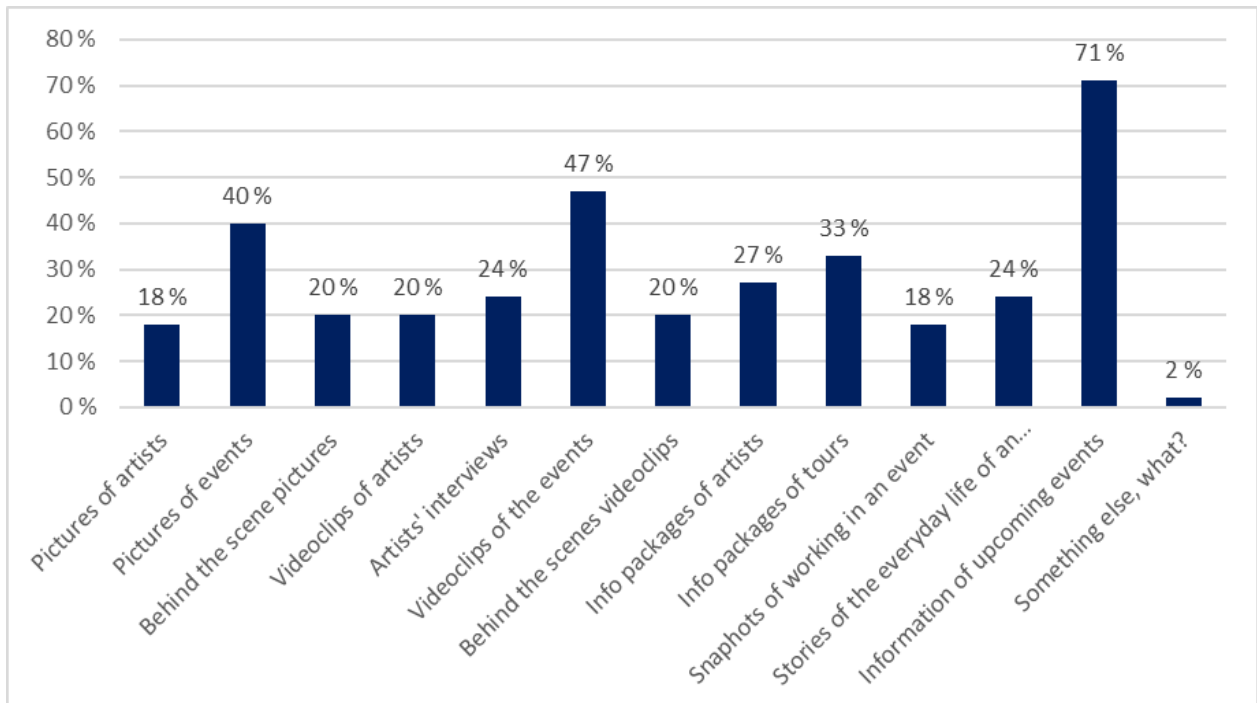


Figure 15. Expectations of offered content

Over 70% of the respondents would like to receive information of upcoming events through social networks. Nearly half of them would also like to see videoclips of the organized events and 40% say that they would like to see pictures of events. Also info packages of upcoming tours interest 33% of the respondents.

5 Discussion

The discussion part of the thesis concludes the findings of the research from both theoretical and empirical fields. It takes a look at the current situation and preferences of Live Nation Finland's customers, which are based on the conducted survey. The discussion also includes suggestions on how to improve the experiences offered to the customers and highlights some potential development points. Additionally, the chapter offers ideas on further research.

5.1 Key findings and what they mean

As the research problem concentrated on understanding the process of experience creation for connected consumers in social media environment, the results of the conducted survey were analysed based on theories related to these subjects. To begin with, the demographics show that more women than men answered the questionnaire. Due to low number of received responses, no real conclusions can be drawn on this deviation although, it might predict that Live Nation Finland has more women than men as their newsletter subscribers. It may also predict that women might be more willing to use time on answering questionnaires.

Based on Live Nation Entertainment's Live Analytics (2014) the age group 18-24 was defined as the fastest growing group of customers. Looking at the received responses from Live Nation Finland's customers, the same trend seems to continue as this age group was the second largest based on the given answers. The majority of the respondents reported to belong to an age group of 25-34, which can still be considered as quite young audience. Customers in these groups belong to Millennials, as discussed in chapter 2.2.1., and they are used to using technology and are very responsive for technological developments which might raise their readiness to answer questionnaires. The third biggest group was 45-54 year-olds, which proves that today's connected consumerism doesn't look at the age, but the interest customers have toward technologies and development.

Considering events, the majority of the respondents attend events two to three times a year and almost as many respondents said that they attend events five times or more in a year. The most popular event types were concerts, festivals and club events which suggests that the respondents are most likely to attend music events. As experiences, concerts, club events and festivals appeal to multiple senses people possess, as music has the power to touch people personally and bring out memories and feelings that might otherwise be forgotten. These events are often also highly visual shows which connected consumers are likely to take photos and videos of and share them on social media. Espe-

cially festivals have a social aspect on them also in real life, and not only online, as people might spend few days on the same area meeting people who share their interests. This creates a sense of community and a feeling that a person is understood and accepted as a part of a group.

As connected consumers are looking for information online and trusting feedback and reviews posted by like-minded people in the online networks, it is no surprise that most of the respondents said that they had heard about the last event they attended from Facebook or friends and family. Even though many new social media platforms have been developed, Facebook has kept its position in consumers' daily lives and is definitely a channel which should not be ignored. Although social interaction is clearly highly valued among consumers, traditional channels such as outdoor advertising and radio should not be forgotten either. The respondents stated that they had heard of an event they attended through these channels over other social media channels, excluding Facebook of course. Live Nation Finland's customers reported that they are also mostly searching for information of the events from Facebook. Other popular channels are the event's own website, Google search, and Ticketmaster. These channels therefore should be always updated and possible changes or special information should be announced through them. As Live Nation Finland is already active in Facebook where the company has recently reached over 30 000 followers, and Ticketmaster is a part of the corporation, they have great potential to interact with consumers and build trust. Considering Google search, search engine optimization could be used to direct consumers to Live Nation Finland's webpage and Ticketmaster for example. This has most likely been done already, as while searching for events organized by them, Live Nation Finland's webpage is among the first results that pops up. As mentioned in subchapter 2.2.2., it could be beneficial to run Google searches on subjects' customers' are usually questioning, to find out where those questions lead as connected consumers are likely to be affected by what they read online.

Looking at the factors that affect customers' decision making on whether or not to participate on an event, all of the respondents chose artist or performer and the majority of them rated it to be the most influential factor. This indicates that customers are ready to make exceptions on other areas, for example travel a bit further or pay a bit higher price, if the artist or performer is of their interest. Still some respondents said that they haven't attended an event that interested them due to the fact that they had just seen the artist or performer recently, which could be a convenient factor to consider when planning the event repertory. Related to the moments of truth, once customers hear about the event, they enter the stage of zero moment of truth, where they start looking for more information of the event through social networks, or as in this case specifically from Facebook, event's

webpage, Google search and Ticketmaster as stated earlier. The place and time of the event were the second most influential factor, which is explained by location and schedules customers have, as they have to evaluate if they are able to travel by the time of the event or fit it on their schedules. Majority of respondents had not been able to attend an event as the date of the event wasn't suitable for them. Often tickets for events are sold for example six months prior to the event and it might be difficult for customers to predict their situation although as noted, if they are very keen on having the experience of seeing a specific artist, they will most likely take the risk and purchase the tickets. At this point the customer is facing the first moment of truth as they are deciding whether or not to purchase the tickets. Even before the decision is made, they start anticipating the upcoming event which is why marketing and interaction play a vital role in this stage of the experience creation.

The two other higher influence factors for the respondents were past experiences and recommendations from friends. As discussed in chapter 2.1., experiences are extremely important in creating long-term relationships and brand image on the minds of customers. The experience starts from stimuli, or awareness of the event and ends on the post event activities. If customers have negative memories of an experience related to a company, they are likely to be hesitant in giving it a new change. Also if their friends have negative experiences customers are likely to be reserved, men slightly more than women. This is the point where the ultimate moment of truth is affecting the decision making. Still, according to the responses, personal experiences had more effect on Live Nation Finland's customers than peers, supporting the theoretical findings which suggest that experiences are personal and should be designed to appeal to each individual customer.

The last factors to be discussed are price and advertising. The influence of price had scattered opinions most widely, as few customers found it having no effect on their decision making and some responded it having high effect on them. Overall, women were more affected by the price of an event than men, which might predict that women are not as ready to use money on entertainment as men, but as noted in the beginning of this chapter, no real patterns can be drawn due to low amount of responses. Also more women had answered the questionnaire which might raise the mean for them. Interestingly, over half of the respondents still reported that they had not attended an event due to too high ticket prices. It could be argued that if the event is appealing enough on other factors such as peripherals, the price can be overlooked, but if the customer has any hesitations on other parts, the price might gain more significance. Advertising on the other hand seems to have low effect on customers' decisions. This supports the findings of connected consumers, whom aren't responsive for traditional advertising but has slight contradiction with the results of where customers had heard about the event they last attended, as based on the respondents' answers, advertising had raised awareness of attended events.

The results of respondents' social media usage revealed that Facebook is indeed used by almost all of the respondents which also contributes to the earlier observations of Facebook's role on Live Nation Finland's customers' lives. Almost half of the respondents also claim that they are following Live Nation Finland in Facebook, which suggests that the company's presence there is valuable for the customers. Other popular social media channels were YouTube and Instagram, as clearly over half of the respondents reported using them. However, only few respondents are following Live Nation Finland on these channels. Therefore, it could be beneficial for the company to enhance its presence on these channels and promote them through their weekly newsletter or Facebook, for instance. Additionally, Snapchat was used by almost half of the respondents which corresponds to the age of the respondents, as Snapchat is widely used among younger generations. Live Nation Finland doesn't have an account on the application by the time of writing this paper, but as a growing channel, Snapchat might be useful for interaction with customers. Few of the respondents said that they are present in Google+ as well, but none of them are following Live Nation Finland. This indicates that the company might be better off by not using time and resources on this channel if it's not important for them on behalf of clients and cooperation for instance.

Other channels that are followed by the respondents were Live Nation Finland's webpage and also their newsletter which shows that the customers are still using also other channels than just social media. However, due to the fact that the survey was sent out via newsletter, there's an error on the responses. Not all respondents reported following Live Nation Finland's newsletter although they couldn't have received the survey without having subscribed it. Possibility is, that the respondents don't perceive the newsletter as a followed channel as it is sent to them by email and therefore the question should have been formed better to get reliable result.

Considering what Live Nation Finland's customers value and what type of content they expect the company to create, the majority of the respondents reported that they would like to receive information of upcoming events. Also info packages of tours were wished for by around third of the respondents. This indicates that although connected customers value peer reviews, they feel that information coming from the organizer can be seen as trustworthy as well. Information of upcoming events helps consumers to make decisions as they know what to expect, and they may also evaluate which events are most important for them if there's no possibility to attend each event they are interested in. Almost half of the respondents wish to see video clips of the events and just slightly fewer respondents would like to see also pictures of the events. Looking from experience creation point of view, both of these activities support the marketing of the experience as well

as the event prior, during, and after the actual happening. They can be used for three out of the four event marketing stages defined by Charlesworth (2015, 198) and discussed in chapter 2.3. Pictures and video can be used for promotional purposes to help create an appealing image of the upcoming event, for enhancing the experience by sharing photos and videos of it during the event, and for extending the event life cycle by uploading video of it on YouTube and publishing photos taken in the event, for customers' use as well, after the event.

5.2 Development proposals

Based on the knowledge of Live Nation Finland's situation in the beginning of the process and results of the research, few development proposals are presented.

First of all, in the beginning the company didn't have an actual social media plan as it was still under construction. Therefore, it is suggested to evaluate the current situation of the social media activities, and possibly relinquish channels which don't bring any added value for the company or its customers. After the evaluation, the company can start designing what kind of content they would share on each channel in a way that contributes to the overall marketing strategy and also responds to customers' expectations. It is also suggested to follow and evaluate the effectiveness of the performed activities, for instance, by tracking when are the best times and what are the best days to post content on a certain channel to be able to maximize its reach among targeted audience. As stated also in a recent report on event marketing published by True (2016, 17.), the most visible needs regarding future are the ability to use social media channels effectively and to invest in content marketing quality and strategies.

Another factor to consider would be the company's website, however, it was made clear in the beginning of the process that Live Nation Finland doesn't possess the rights to make big changes as the webpage model comes from the corporation. It's a shame, as Live Nation Entertainment's webpages are more visual and imposing than the model Finland's department has been given. Also the current model is not fully mobile optimized which might disturb users, especially the generation C, and in order to enhance the customer experience it would be recommended to be optimized. Another option could possibly be a mobile application where customers could find the information provided on the webpage, most recent updates and changes, pictures and videos and also a forum for direct feedback, for example.

Considering created content, as seen in the responses of Live Nation Finland's customers, pictures and videos are interesting for consumers. The company already shares both materials in various channels but as video is now trending it could be paid more attention to. As stated an article on Global Web Index by McGrath (2016), about half of the users of Internet are now uploading their own videos to social networks. It is also said that almost 95% of users belonging to an age group from 19 to 34 are watching videos online. Therefore also the majority of the survey respondents are contributing to this statistic and it would be beneficial for Live Nation Finland to enhance its video content.

5.3 Validity and Reliability

The used literature and e-resources were useful and relevant in formulating wide understanding of the researched topics. Some information sources had already been updated, but the basic theory behind them had still relevance in the research and they can be applied to today's markets.

The biggest concern considering reliability of the research is the low amount of responses received for the survey. Low response rates are always a threat to researchers as there is not enough data to formulate dependable patterns. As the customer base of Live Nation Finland is huge, the gathered data doesn't necessarily represent the majority of their customers and therefore it can't be assumed that the research results apply to all consumers. The results can be seen at most directional.

5.4 Suggestions for Further Research

If having further interest on the researched topics, it would be suggested to continue learning of customer experience management (CEM) as it is often overlooked by companies' strategists whom might see customer relationship management (CRM) being enough to analyse consumers. Customer experience management's influence on creating brand loyalty and interaction is notable and therefore it could be a useful topic to discover. Also an important aspect of CEM is to keep evaluating the relationships a company has with its customers, in order to better understand the moments of truth on their customer journey. A company will benefit from being aware of their customers' experiences during interactions. This will help in defining where improvements could be made and how experiences could be enhanced.

As social media channels are constantly evolving, they require ongoing investment of time and resources in order for a company to stay informed of the newest developments and upcoming channels. At the time of writing this paper, Snapchat could be one of the most

potential channels to delve into. It could be beneficial to read articles from for example Forbes.com and Harvard Business Review as they often give up to date advice for businesses on how to use social media channels for marketing and also inform what is trending among customers at different times.

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Appendices

Appendix 1. Quantitative survey

Kuluttajatutkimus opinnäytetyöhön

Olen markkinoinnin opiskelija Haaga-Helia ammattikorkeakoulusta ja teen opinnäytetyötä elämyksien tuottamisesta verkossa. Tässä kyselyssä kerättyjä tietoja käytetään kuluttajien tottumusten ja ostokäyttäytymisen analysoimiseen tapahtumiin liittyen. Vastauksista ei käy ilmi vastaajan henkilöllisyys. Kyselyyn vastaamiseen menee noin 5 minuuttia.

1. Sukupuoli *

- Nainen
- Mies

2. Ikä *

- Alle 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

Tapahtumat

3. Minkälaisissa tapahtumissa käyt? *

- Konsertit
- Klubitapahtumat
- Koko perheen viihdetapahtumat
- Baletti
- Sirkus
- Festivaalit

4. Kuinka usein käyt tapahtumissa? *

- Kerran vuodessa tai harvemmin
- 2-3 kertaa vuodessa
- 3-5 kertaa vuodessa
- Yli 5 kertaa vuodessa

5. Mitä kautta kuulit tapahtumasta, jossa viimeksi vierailit? *

- TV-mainonta
- Radiomainonta
- Lehtimainonta
- Ulkomainonta (julisteet, valotaulut)
- www.livenation.fi
- Facebook
- Instagram
- Twitter
- Ystävältä / Perheenjäseneltä
- Jokin muu, mikä?

6. Mistä kanavista etsit tietoa tapahtumista? *

- Facebook
- Instagram
- Twitter
- www.livenation.fi
- Tapahtuman omat verkkosivut
- Tapahtumapaikan verkkosivut
- Google
- Ticketmaster (entinen Lippupalvelu)
- Lippupiste
- Tiketti

Jokin muu, mikä?

7. Mikä saa sinut lähtemään tapahtumaan? *

Esiintyjä

Hinta

Paikka ja aika

Järjestelyt

Ystävien suositukset

Aiemmat kokemukset

Mainonta

Jokin muu, mikä?

8. Mitkä tekijät vaikuttavat eniten ostopäätökseesi?

1 = ei vaikuta lainkaan, 5 = vaikuttaa erittäin paljon.

	1	2	3	4	5
Esiintyjä *	○	○	○	○	○
Hinta *	○	○	○	○	○
Paikka ja aika *	○	○	○	○	○
Järjestelyt *	○	○	○	○	○
Ystävien suositukset *	○	○	○	○	○
Aiemmat kokemukset *	○	○	○	○	○
Mainonta *	○	○	○	○	○
Jokin muu, mikä? _____	○	○	○	○	○

9. Mistä syystä olet jättänyt sinua kiinnostavan tapahtuman väliin? *

Olen käynyt katsomassa esiintyjän keikan vastikään

- Lipun hinta oli liian korkea
 - Tapahtumapäivä ei sopinut
 - Tapahtuma olisi alkanut liian myöhään
 - Tapahtuma oli arkipäivänä
 - Kuulin tapahtumasta liian myöhään
 - Olen alaikäinen ja tapahtuma oli K-18
- Joku muu, mikä?
-
-

Sosiaalinen media

10. Mitä sosiaalisen median kanavia käytät? *

- Facebook
- Instagram
- Twitter
- Google+
- YouTube
- Snapchat

Jokin muu, mikä

11. Seuraatko Live Nationia seuraavissa kanavissa?

*

- Facebook
- Instagram
- Twitter
- Google+
- YouTube

- www.livenation.fi
- Live Nationin uutiskirje

12. Millaista sisältöä toivoisit Live Nationin uutiskirjeen ja sosiaalisen median kanavien tarjoavan? *

- Kuvia artisteista
- Kuvia tapahtumista
- Kuvia tapahtumien kulisseista
- Artistien videoterveisiä
- Artistien haastatteluita
- Videoklippejä tapahtumista
- Videoklippejä tapahtumien kulisseista
- Infopaketteja artisteista
- Infopaketteja kiertueista
- Tilannekuvia työnteosta tapahtumissa
- Tarinoita tapahtumatyöntekijöiden arjesta
- Tietoa tulevista tapahtumista
- Jotain muuta, mitä?
- _____

Kiitos osallistumisesta!