«MARRY CHRISTMAS» PRODUCT DEVELOPMENT

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Bachelor's Thesis
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This is a thesis work about new tourism product creation. The idea of the future product is to make a new wedding service using unique features of Lapland.

The objective of this work is to contribute to the creation and development of the wedding tourism product in Lapland. The main aim is to achieve results by creating an idea and a wedding product package for the chosen target market. The result of this thesis project is the product with visualizations, with descriptions and conclusion.

The thesis project has two parts: the theoretical part and the practical one. The theoretical part focuses on wedding fundamentals, product development, double diamond structure and service design. The practical part bases on idea creation using double diamond structure, customer profiles and customer journey path.

The commissioner of the thesis project is Mariela Pokka Company. The firm has the business in Santa Claus Village, Rovaniemi. The specialization of the company is reindeer leather dresses and accessories.

To collect relevant data about the current situation in the wedding business and organize a survey that was committed in co-operation with Mariela Pokka Company. The main research question of the thesis work is the interest of potential customers in developed product idea.

CONTENTS

1   INTRODUCTION

The global wedding industry is alleged to have cost above three hundred billion dollars and growing bigger every day (Singh 2016). The industry develops constantly offering new trends, goods, and services. The modern lifestyle of people, information processes, globalization are the motives for couples to have a dream to create their wedding as something special.

The availability of information gives people an opportunity to find more diverse and more creative ideas for a wedding event. Today a wedding is not a simple celebration where two people create a family. This is the complete idea incarnate in the concept and style; reflected in every stage of this beautiful process from the choice of the wedding venue to the food menu of the event.

Today in wedding organizing companies are working an enormous number of people. To be successful in this business, it is necessary to take into account trends, demand, and quickly implement them.

In recent years, the demand for outdoor weddings where a couple wants to marry in other cities and even countries has become more and more popular. Millions of people travel to Paris, Prague, London, Venice, and Verona in search of style, atmosphere, unique culture and everything that will create a unique onetime memorable experience.

Creating the idea the author wanted to popularize Lapland not only as of the Capital of Santa Claus and Christmas however as a new wedding destination trend.

2 THESIS PROCESS

2.1 Methodology

The idea of a new service design is created on the base of diverse researchers. For the theoretical part, the author used books, articles, reports, statistics, and journals. The most innovative materials and the experience as a student of the Tourism and Hospitality Management Degree Program are the base for the theoretical point of view for the thesis project.

Living in Lapland for four years and studying at the university are the main reasons for the author to start to think about business ideas in Rovaniemi. The knowledge of the tourism products in Lapland gives the base for new idea creation. The author used professional experience and theoretical sources in order to describe a wedding product in detail, corresponding to modern tendencies, satisfying customer necessities and reflecting the conceptuality of the style and authenticity of life in Lapland.

Table 1 shows the main aspects of the thesis process and the timelines of the author.

Table 1. Thesis Process Timelines

Time	Action
Spring 2018	Preliminary Idea and Thesis Draft
Summer 2018	Search of Possible Commissioner
Autumn 2018	Writing Theory Part
Winter 2018 (December)	Research: Questioner
Winter 2018-2019 (January – February)	Creating Preliminary Idea
Spring 2019 – Summer 2019	Writing the Thesis
Autumn 2019	Creating Presentation

2.2   Author Journey

The idea of creating a new tourism product bases on knowledge gained during studies, work experience, and personal interest. The idea creation of the project started in 2014 when the author was accepted as a student of the Lapland University of Applied Sciences in Rovaniemi. The knowledge gained during study years at the Tourism and Hospitality Management Program created a theoretical base of understanding the tourism industry and Lapland region as a business market. As a part of the studies, the author has the experience of working in the Santa Park Company. Santa Park is a famous company providing Christmas experience for customers. This is a created world of Christmas in the cave including different attractions like handicrafts, cooking sessions, meeting with Santa and many different stations. It was the first point for the author to see the usage of Christmas as an idea for a successful business.

Christmas season in Rovaniemi is not only Santa Park; it is an enormous amount of companies offering unforgettable Christmas experience. The author has been working for the next years in Lapland Safaris Company. At Lapland Safaris Company, the author had a more advanced position as a Christmas Guide. This position approached the author to the understanding of customer needs. It allowed the author to see feelings and delight based on the fairy atmosphere. The author has realized the possibility of a new business concept.

While working in Conduent Company in the Czech Republic, as Customer Adviser, the author had the opportunity to meet people who travelled a thousand kilometres in order to have a unique wedding ceremony place and memorable experience. At this point, the author came up with an idea to combine the fairy world of Christmas and the magic world of weddings in Lapland.

2.3   Commissioner

The commissioner of the thesis project is Mariela Pokka, a Design Company in Lapland, the original brand of reindeer lather clothes and accessories. Mariela Pokka has a specific and entrenched relationship with the fashion industry. The main motives of Mariella Pokka for her works are lifelong passion and creativity connected to beauty and attractiveness. Along with diverse cultural influences

and studying Business and International Marketing, Mariela became an expert behind the luxurious Mariela Pokka fashion brand. (Our Story, 2019.)

Mariela Pokka Company is located on the territory of Santa Claus Village, Rovaniemi. As a successful entrepreneur, she is concerned about finding new business ideas and expanding the field of entrepreneurship.

Acquaintance with the commissioner and her interest in the project gave the growth to the development of a new product and reciprocal cooperation and as a consequence the beginning of work on the thesis. Since the location of the proposed ideas was planned on the Santa Claus Village area, it became a motivation for the commissioner to assist the author in the thesis process.

The main objective that was set by Mariela Pokka was to develop a new idea and as a supplement to research the potential demand for the new service. The collaborative working process was coordinated in the form of the monthly meetings to discuss the work details and estimate the treated and developed aspects.

As a result of the cooperation, Mariela Pokka expects a detailed design project and research of potential interest to the product, for the subsequent decision of the commercialization of the project. The commissioner required to focus on English-speaking customers due to the prevalence of the English language.

3 WEDDING PROCESS

3.1 Wedding as a Definition

Marriage is a union of two individuals bolstered by law and society. It is considered a consistent and changeless procedure of action bond. Depending on social standards, marriage needs civil or religious authorization. The lawful contract builds up the rights and commitments between joined families. In spite of marriage capacities, roles and standards may contrast in society. (Haviland et al. 2014, 202.)

Marriage is an organized social institution concerning legal, financial, social and religious ways. A wedding is an event; however, due to feelings included within the matter, it may be touching and challenging to make. (Haviland et al. 2014, 202.)

Weddings have three stages: arranging, executing and finalizing. The facts that make a wedding unequal and particular compared to other occasions are the distinctive qualities of ceremonies and wedding ethics. The original traits are disparate in each culture, religion or between diverse classes. (Daniels & Loveless 2014, 18.)

3.2 Wedding Planning Process

Wedding as an event is a time-consuming process. In order to have a successful experience wedding planning process has seven phases: research, design, coordination, legal issues, confirmation details, implementation, and evaluation. (Daniels & Loveless 2014, 103–121.)

The first phase of research begins right away after the engagement. The finest timing is one or two years before the ceremony day. The design phase is all around the plan, choosing the date and venue, visiting the conceivable vendors, finalizing the guest list and selecting the formalwear. The coordination phase incorporates making choices and sending invitations. The legal issues phase comprises all the required documents and particularly if the ceremony will take place in a wedding destination country. The confirmation phase is finalizing the arrangements for the occasion day. The implementation phase is the event itself.

The evaluation phase finishes the weddings with a vital collection of pictures and a conclusion of the performed event. (Daniels & Loveless 2014, 103–121.)

In addition, the wedding budget is the foundation for the complete event and particularly in a planning process. It is necessary to set a realistic budget. (Bouchard 1998, 3.)

In an unforeseeable case, it is rational to have an alternative plan. The auxiliary scenario would anticipate extra costs; therefore, to have an extra budget for unexpected circumstances is advisable. (Altman 1999, 4.)

The majority of venues and services requires a non-refundable deposit. In case of cancellation or postponing of the wedding event, considering the Cancellation Insurance coverage is a circumspect step. (Tatsui-D'arcy 2000, 8.)

3.3   Wedding Trends

According to the Oxford dictionary trend as a definition is the common progress or prevalent propensity (Oxford Learner's Dictionary 2019). Considering the wedding industry, trends occur in widespread directions. The directions are specific and customer-oriented. The wedding trends are broadly specified and discussed in wedding arranging businesses. (Daniels & Loveless 2014, 52.)

The wedding industry is in constant development. The data innovations and globalization have shaped present-day weddings into changing manufacture. Social media is a contemporary tool for trend growth and development. (Daniels & Loveless 2014, 52.)

Globalization bestows people with easily accessible information on the internet. Access to a variety of prepared information leads to the development of wedding trends. Amid the wedding planning process, individuals are looking for inventive thoughts and find a mass of new concepts on the web. Potential spouses have an opportunity to decorate the conventional wedding and make it unique and special. At the same time, this is an influence on traditions and the creation of new trends. Moreover, the globalization effect brings local customs to modern weddings, as people prefer to adopt trends and customs of other cultures, which they find on the internet. (Daniels & Loveless 2014, 54.)

Availability of the data made destination wedding one of the expanding notoriety trends. Destination wedding implies the definition of the wedding ceremony outside the place of residence, in most cases is a different country. (Singh 2016.) Weddings have become a product, providing opportunities for unpopular places to become attractive tourism destinations (Boden 2001, 10).

The most inspiration for couples is to have a particular and distinctive venue. The foremost common examples are castles, private islands, estates or vineyards. The creation of vital encounters and select occasions for all visitors is a distinctive feature. The theme of the wedding ordinarily interfaces with the characteristics of the location. (Ruppenstein 2016, 9.)

Wedding tourism is the option for exploring a new and unique place in the native country or beyond it, giving diverse sensations and charm minutes. Venues with preferable climate and natural magnificence and well-facilitated infrastructure are well known among couples and, offering special landscapes with the leading benefit to reach and advance the interests among potential customers. (Khodzhaeva 2016, 7–8.)

Wedding arranging infers an understanding of clients to a future vision of the potential event. Since all clients are distinctive, weddings are unique for all of them. The wedding ceremony can be conventional, however, depends on the customers' imagination and creativity to have a particular theme. Ascertain in the potential vision of the wedding with the customers is a base of the event. (Daniels & Loveless 2007, 142.)

The idea for a wedding theme can be based on a specific component. The components can be the venue, the seasons or an occasion, the film or cartoon features or it can be a new concept of the wedding. (Daniels & Loveless 2007, 142.)

4 TOURISM PRODUCT DEVELOPMENT

4.1 Tourism Product Development Definition

To begin with, it is essential to understand what tourism product is. In a narrow understanding, tourism product is something for tourists to buy. The examples are accommodation or transportation. The purchase could be separate or in a package format. In a wide sense, it is a combination of tourism activities and attractions, facilities, and services. According to the tourist point of view, the tourism product covers the complete experience from leaving home until returns. The main function of the tourism industry is to serve clients. (Camilleri 2018, 7.)

The achievements of most companies depend on the ability to identify the needs of customers and to create products that meet these needs and can be produced at the lowest possible price. Achieving these goals is not only a marketing issue, but it is also solely a design problem or a manufacturing problem; it is a product development problem, involving all functions. Product planning is an activity that considers a portfolio of projects that might pursue and determines what subset of the project will be pursued over that period. The product planning process takes place before a product development project is approved before substantial resources are applied, and before the larger, development is formed. The product planning activity ensures product development and project support the broader business strategy of the company. The pre-product developing activity general address project personnel maintenance and leadership. (Juran & Gryna 1993, 498.)

Product development is the unification of activities originally with the comprehension of a market opportunity and ending in the production, sale, and delivery of any product. (Ulrich & Eppinger 2012, 68.)

Product development is a significant procedure in the tourism industry. Increasing numbers in offers of products and services are improving the efficiency in the tourism business. New products increase the number of visitors, duration of stay and the amount of money spent for each tourist. All destinations do marketing and promotion; as a result, fewer companies put effort into the development and delivery of the various attractions and events to create the tourism product.

Unless tourism products meet the requirements and consumer expectations, it is challenging tourist destinations to reveal complete ability. (Cleverdon & Nulty 2011,24.)

Tourism is an independent business; it consists of dissimilar industries such as restaurants, hotels, airlines and events. Every industry creates an individual product; however, the tourism experience is the cooperation of the businesses. The tourism product is the final experience of a customer. It can include a person or a place encountered with a customer. (Daniels & Loveless 2016, 95.)

4.2 Successful Product Development

Prosperous sales of the product and a beneficial profit indicate a successful product development process. The assessment profitability is a time-consuming step. To set up the characteristics of a successful product development process companies proceed with the definition of manufacturing. One of the conditions for the industry is the development of a high-quality base for the market. A successful product development process values with the help of characteristics as cost, quality and development time. (Mital 2007, 18.)

Price is not an indicator of demand for the product among the customers. However, at the same time, the product cost determines the sales value and market appeal. Understatement of the price utilizing deterioration of quality is unacceptable for tourism products. The amount of money a company spends on developing the product determines the profit index. A product is not profitable until the development costs are fully recovered. (Mital 2007, 18.)

The product can be successful if it meets customer needs and has a reputation for a reliable product. The quality of the product is the key element of the price customers want to pay for. (Mital 2007, 18.)

A successful product development process reflects reduced development time, lower developmental costs, and products that intercepting a considerable market share and becoming profitable. (Mital 2007, 18.)

The key for a successful business is the development of new products. There are some exceptions proving the fact that not all new products have a chance to

succeed in the business industry. The most famous marketers have been making research for several years in order to identify factors that make brand new product leaders and divide successful products from failures. (Kotler & Armstrong 2016, 256.)

A successful product should be unique and clearly prominent. The excellent value of the price and quality in comparison to the competition is an index of good production. Potential clients search for an offer that has distinctive features and will satisfy their needs better than competitors. Consequently, the product development process has an aim to develop the value of products, create unique features, and provide precise benefits to the customer. (Kotler & Armstrong 2016, 256.)

Focus on the needs of customers is important to evolve successful products. The aim improves achieving success and profit. In order to achieve a strong market orientation during the product development, businesses must understand the environment of the market, understand the opponents, understand motivations of clients, develop a relationship between product attributes and expectations, and find for customer entry through the design of product, development, testing, and marketing. (Kotler & Armstrong 2016, 257.)

Preceding product design is essential when researching the effectiveness of product work. The decision of proceeding with the project, a rapid study of the market for the product, technical assessment of the capabilities and requirements, marketing research, and the financial analysis are included in the research. The predevelopment study leads to an accurate and early product definition and importance for reducing the time to enter the market. A product definition should include a plan of the concept and the advantages as a list of product attributes and features, a description of the potential users and attributes of the market, and an outline of the business strategy. (Kotler & Armstrong 2016, 257.)

4.3 Concept for Product Development

Launching new products is a way for start-up firms. Establishment on the market is a conventional strategy for firms to keep the industry position and grow top-line

profit. To gain the benefits from new product introductions, the characteristics often attributed have to at first be designed, advanced, and eventually sold in the marketplace. Brand new products have the promise of increased profitability index; the process from start to finish is expensive, time-consuming, and full of unpredictability. (Kotler & Armstrong 2016, 294.)

There are two ways for a company to receive a new product. The first way is to purchase a firm, a patent or a license to manufacture an existing product. The second option is the creation of new product development. The new product is an original production with product development, adjustments, and fresh brands with researches and growth potential. (Kotler & Armstrong 2016, 294.)

It is impossible for business to find an idea of a new product without any force. A company has to have a strong product planning and configure a regular, customer-driven new product development process for finding and creating new products. (Kotler & Armstrong 2016,295.)

According to the marketing research of Kotler and Armstrong in 2016, a new product development concept has eight significant steps. Figure 1 shows the names of the steps and chronological order. (Kotler & Armstrong 2016,295.)
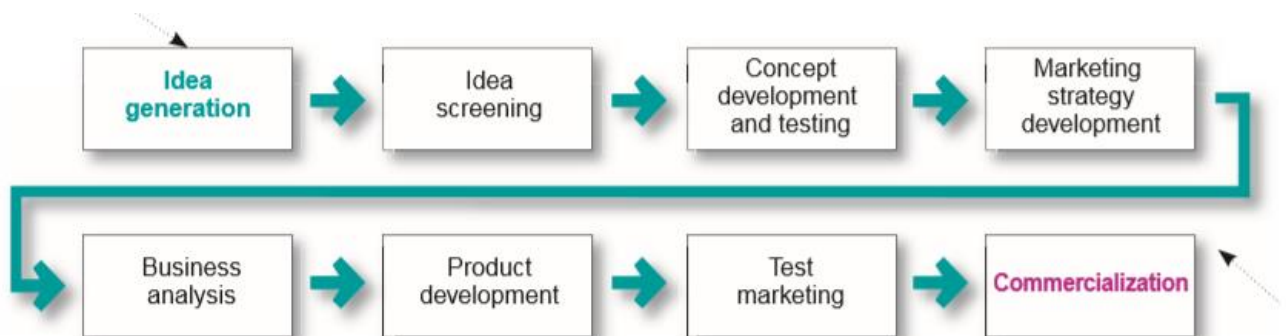

Figure 1. Structure of Product Development (Kotler & Armstrong 2016)

The following chapters will express the ideas of all steps of product development concept, which are idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing and commercialization. (Kotler & Armstrong 2016,295.)

4.4   Idea Generation

The first step of product development is idea generation. New product development starts with idea generation. Idea generation is systematic research for new product ideas. A company can generate a multitude of ideas to find a list of good concepts. The majority of resources include internal and external sources as an example customer, competitors, distributors, and other stakeholders. The help of internal sources is the usage of the research and development department of the company. Some companies have successful internal social networks and entrepreneurial programs for encouraging employees to develop new product ideas. The firm can listen to the ideas of engineers, sales departments, manufacturing workers. (Kotler & Armstrong 2016, 296.)

The other way for companies to receive good new ideas is external sources. Distributors and suppliers can contribute to ideas. Distributors functioning at the market can transfer information about consumer problems and new product possibilities. Suppliers notifying the company about fresh concepts, techniques, and materials that can be used to develop. (Kotler & Armstrong 2016, 296.)

The other external resource is competitors. Companies purchase competitive production and analyze the working concept, sales, and demand. Moreover the help of social media, marketing research firms, universities, and commercial laboratories, inventors are unique and able to generate the best ideas. (Kotler & Armstrong 2016, 296.)

The most important source of new product ideas is the customer. The company can analyze customer problems and feedback to find new products to satisfy the needs of customers. Moreover, the company can invite customers to an open day or a presentation and give them a chance to share experiences and ideas. (Kotler & Armstrong 2016, 297.)

Nowadays companies develop crowdsourcing or open innovation new product idea programs. With the help of crowdsourcing, a company invites broad communities of people such as customers, employees, independent scientists and researchers into the innovation process. To include a variety of internal and external resources can produce unexpected and convincing concepts. All firms

across all industries using crowdsourcing more precisely than choosing own research and development department to create new product innovations. Crowdsourcing can release a flow of innovative ideas. Crowdsourcing can release a flow of innovative ideas and at the same time attract the attention of customers. (Kotler & Armstrong 2016, 298.)

4.5   Idea Screening

The purpose of idea creation is to generate an enormous amount of ideas. The goal of the following stages is to reduce the number of that amount. The idea screening is the first idea-reducing stage. As the company wants to continue work with those product ideas that will appear to be profitable products this step helps to sort the ideas to strong concepts with potential and weak. (Kotler & Armstrong 2016, 299.)

The executives of a company have to describe new product ideas in a standard format and deliver them for a review committee. The idea description includes the customer value proposition, the target market, and potential competitors. The outcomes are estimates production price, development time and costs, manufacturing costs, and rate of return. The review committee evaluates the idea against a set of basic criteria. (Kotler & Armstrong 2016, 299.)

4.6   Concept Developing and Testing

Concept development and testing is a crucial stage in the new product development. It occurs in the process, helps to identify key perceptual, the customer needs, and wants to be associated with the product. (Research and develop ideas, new products and services, 2018.). An attractive idea has to develop a product concept. The product concept is a detailed version of the new product idea stated in substantial buyer regulations. The difference between a product idea, product concept, and a product image is visible and significant. A product idea is an idea for a permissible product that a firm can offer to the market. A product concept is a detailed version of the idea formulated invaluable consumer terms. A product image is a path customers accept for current or potential products. (Kotler & Armstrong 2016, 299.)

Concept development includes rising with a detailed description of an idea, explained from the point of view of a customer. A concept usually shows the best features of the offered solutions in terms of convenience practicality, quality, functions, performance, cost, values, and experiences. (Kotler & Armstrong 2016, 300.)

Concept testing is a process trying to evaluate the customer reaction to the proposed product to presenting it to the market. It usually includes a survey of potential customers for the opinions on the concept. Developing and testing a product concept is a time-consuming step, however, it is highly essential for the success of the project to identify the concept certainly, test it thoroughly and avoiding making a supposition about the practicality of the idea. (Product Development – an Overview: From Idea to Product, 2014.).

4.7 Marketing Strategy Development

Marketing strategy development is a time for production an actual preimage of the idea. The product shows the results of tests in the customer environment. The environment could be organized as a focus group, several interviews, implementation and trade fairs. The feedback helps to identify excessive traits or actual value and any challenges for potential customers or production process. Now it is possible to add all mandatory corrections. The target market can be identified. (Product Development – an Overview: From Idea to Product, 2014.)

4.8 Business Analysis

After the decision about the product idea is a ready evaluation of the business, attractiveness can start. The business analysis includes a survey results about the sales, costs, and profit projection for a new product to realize whether they satisfy the purpose of the company. After this action, the product goes to the product development stage. (Kotler & Armstrong 2016, 301.)

To predict the number of sales, the company studies a sales history of analogous products and conduct a market survey. It allows estimating the minimum and maximum sales to evaluate the spectrum of risk. (Kotler & Armstrong 2016, 301.)

After the preparation of the sales forecast, management can estimate the expected costs and profits for the product, including marketing, research and development, operations, accounting, and final costs. The company involves sales and costs indexes to analyze the attractiveness of the new product. (Kotler & Armstrong 2016, 301.)

4.9   Product Development

A product can exist as a word description, a drawing, or figures. If the product concept has success at the business analysis test, it goes into product development. At this stage of product development structure, the research and development department or engineers transfer the product concept into a physical product. The product development step needs investments. Expenditure can show if the product idea can be turned into an efficient product. (Kotler & Armstrong 2016, 302.)

The Research and Development department will evolve and examine one or more physical versions of the product concept. This department aims to design a test sample that will satisfy customers. Developing a successful prototype is an uncertain time requesting a step. (Kotler & Armstrong 2016, 302.)

The products have strict tests to analyze safety performance effectively and valuable. A new product must have the required functional characteristics and transfer the designed psychological features. (Kotler & Armstrong 2016, 302.)

4.10 Test Marketing

When the product passes the concept and the product tests, the next step is test marketing. Test marketing is the stage of new product development where the product and the marketing application are tested in the actual market environment. (Kotler & Armstrong 2016, 302.)

Test marketing brings experience for the product before the way to the significant charges of the complete implementation. It allows the company to test the product and its full marketing program including targeting and positioning strategy, advertising, distribution, pricing, branding, and packaging. (Kotler & Armstrong 2016, 302.)

When representing a brand new product demands a major investment, when the risks are high, or when management is not confident of the product or marketing program, a company could do more marketing tests. The number of required tests differs and depends on the product. The marketing tests can have a big cost and testing takes the time that may let market opportunities to skip by or competitors to have advantages. (Kotler & Armstrong 2016, 303.)

There is alternative testing for companies who would like to save money assets, those companies can use controlled test markets or simulated test markets. Simulated test markets research measurements of consumer responses to new products and marketing ways in laboratory stores or simulated online shopping environments. Both controlled test markets and simulated test markets reduce the costs of test marketing and develop the product development processю (Kotler & Armstrong 2016, 303.)

4.11 Commercialization

Test marketing creates control of the information for a final decision about the product production. If the company prefers commercialization, it will bring enlarged expenses. Commercialization is representing a new product in the market. (Kotler & Armstrong 2016, 303.)

A company starting a new product should make a decision about the right implementation time. Such factors as competition, economic situation, and crises may affect the establishment time of the product. (Kotler & Armstrong 2016, 303.)

The company must settle the location for a new product— a region, the national market, or the international market. Some of the companies can introduce new models to the national market. Companies with international allocation

frameworks are able to introduce new products through swift universal deployment. (Kotler & Armstrong 2016, 303.)

5   DOUBLE DIAMOND STRUCTURE

5.1   Double Diamond Structure Theory

The establishment of a diversity of design creation models is exceedingly developed today. The benefit of these models is the unavailability of rigid frameworks and the transparency of an alternative to independent work. Rather, it provides a structure that can be adjusted as per an assignment depending on results required or based on accessible time and assets. One of the broadly utilized models is Double Diamond Structure. (Yasir 2019, 25.)

The Double Diamond Structure is a visualization of an inventive process or design and it permits the creator to understand the customer needs. The British Design Council created the Double Diamond Structure concept in 2005. The structure was created inside to unite and visualize inventive processes from a wide variety of areas. (What is the framework for innovation, 2018.)
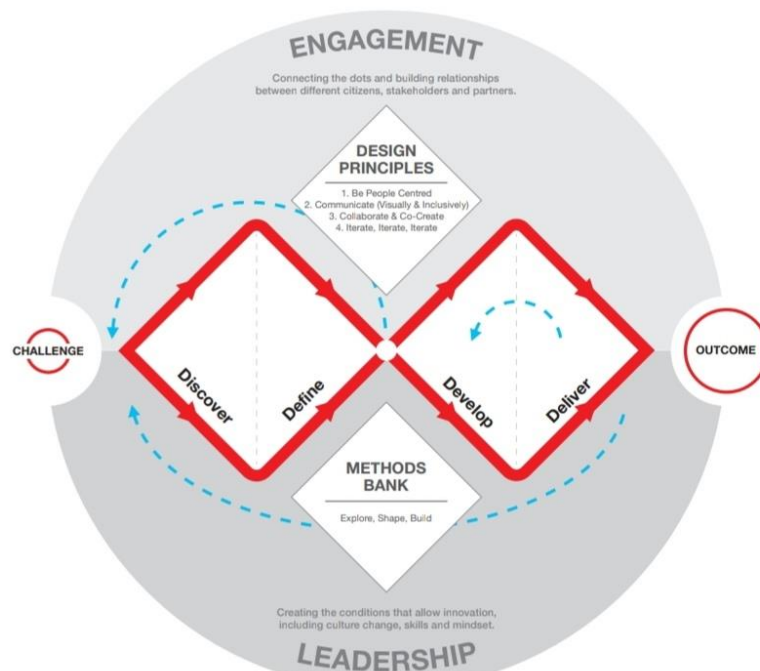

Figure 2. Double Diamond Structure (Design Council, 2019)

The Double Diamond Model comprises of two diamond-shaped zones and is divided into four steps. The first diamond comprises two phases and is committed to gathering information and user research, inquiring, listening and sorting. The second diamond consists of two phases that are devoted to data processing and the iterative design process. Concurring to the theory, the method begins with a new project, progresses into the second diamond with a certain issue and closes with a completed design arrangement at the conclusion of the second diamond. Double Diamond Structure consists of four steps. (What is the framework for innovation, 2018a.)

5.2 Phase number one- Understanding the problem

The first quarter of the double diamond model is devoted to user research, market analysis, and issue determination. The phase is a fundamental part of the design process. The main goal is to get a distinct understanding of the task. It is crucial to investigate and comprehend data from the customer perspective. (Design Methods Step 1: Discover, 2018a.)

5.3 Phase number two - Defining the problem

In the second quarter, the objective is to display all comprehension obtained from phase one and analyze all prospects in order to discover a source to effective goals. After that, they coordinate with customer needs and business objectives. This establishes a list that can be carefully examined in regulations of preference and expediency compliance from the perspective of the main objective and accessible resources. The purpose of this step is to investigate and prevent blunders. (Design Methods Step 2: Define, 2018b.)

5.4 Phase number three - Developing possible solutions

The third quarter adopts the primary design from the former step which comprises of imagination and schematic conception. Through multiple processes of developing and testing, the outcome preimage of product or service concepts is ready for realization. One difficulty is to archetype imperceptible services concepts. It may demand additional attempts to prototype services in an environment that is similar to actual reality. (Design Methods Step 3: Develop, 2018c.)

5.5   Phase number four - Choosing and developing the solution

The fourth quarter is the delivery stage of the process where the final vision of the project appears and the product or the service is producing. (Design Methods Step 4: Deliver, 2018d.)

Double Diamond Model is represented by two diamonds each of them comprises two processes: the first one includes examination, listening, and sorting of information and the second is represented by creation, testing, and design. The condition between those two diamonds is a process where some ideas are getting rejected at this moment. Moreover, the ideas that were not utilized can be restored and be developed according to the theory of double diamond structure. (What is the framework for innovation, 2018.)

5.6   Implementation of Double Diamond Structure

Concurring to the product development structure theory, the first action for a new product realization is idea generation. As the majority of creators prefer to operate with a double diamond model, the decision to utilize this structure as a basis for starting the process of the product development of a new service was made.

The first stage was allocated to market research, customer analysis and, as a result, the detection of the issues that had to be resolved. During the process of working on the first stage, the main objective was to collect all permissible data about analogous services in Lapland, to define the potential target market, to understand customer requirements, and reveal the marketing potential of a new product. (Carole 2019.)

The data accumulated amid the first phase of Double Diamond Structure Process was gained by the implies of superficial web research of wedding forums (Hitched, Weddingwire), tourism webpages like TripAdvisor, the offers of companies providing wedding services in Lapland as well as accessible customer reviews of these companies.

The second stage was devoted to a detailed sorting of the received data and identification of customers needs regularity (Carole 2019). The amount of identified customer requests was enormous.

Among the complete quantity of requirements, four main areas were identified in which there was a potential for the perspective work. The first possible direction was a proposal in the winter Christmas style. The second one was a Christmas themed ceremony and a light snack bar. The third area was the themed ceremony, reindeer sled ride, and dinner. The fourth one was the themed ceremony and Northern light hunting walk.

The third stage was the development of possible solutions in accordance with the requests of potential consumers. The preimages of the ideas were made. The idea, which met all requirements and expectations, was selected for the following development among the diverse options. The survey conducted at this stage reveals the interest of consumers in this product as well as what do other areas of the project users experienced uncertainty or an unclear understanding. (Carole 2019.)

The commissioner was supplied with four models of potential services. At this stage, Mariela Pokka has rejected some ideas due to no compliance with all requirements. The consequence of the collaborative brainstorm was the specification of the selected concept of the new service. The definitive resolution to adopt as a foundation the concept with thematic ceremony, reindeer sled ride and dinner was made.

Based on the choice of the commissioner the survey was conducted. The survey became a part of thesis research and had a purpose to determine the potential interest of customers to the developed concept in common and separate components.

At the fourth stage, there is an assessment of the question results and proceeds a detailed elaboration of each scene of the selected idea with the obligatory coordination with the survey consequence (Carole 2019). One of the essential tools on this stage is the service design as it admits to elaborately establish each individual detail of the idea of assuming the service to become more convenient, eligible, and preferable for clients.

In the process, the outcomes of the research were disassembled and in accordance with this fact, the developmental work of the project was held. For

this purpose were established customer personas and customer journey path which were concentrated on the results of the survey.

Following all the stages of Double Diamond Structure provided the development of a design project that was anticipated by the commissioner. The first step of product development was completely accomplished by the collaboration of Mariela Pokka and the author of this thesis project.

The following steps of product development from idea screening to commercialization will be arranged by the commissioner herself if the formed idea of the potential tourism product would be recognized as a successful one.

6   SERVICE DESIGN

6.1   Service Design Concept

Stefan Moritz gives the most relevant definition of service design. According to him, it is a new comprehensive, multifunctional, integrative field. Service design assists to create new services that make them more useful, usable, and preferable for clients and effective as well as for organizations. (Stickdorn et al. 2018, 53.)

Service design creates an opportunity for businesses to look at their production from a customer point of view. A method for service creation that has a balance of needs of the customer with the needs of the business, oriented to establish unimpeded and quality assurance service experiences. Service design is a base of design thinking, and it gives a creative, human-centered procedure to service development and designing new services. Through joint methods that attract both customers and service-supply groups. Service design helps organizations receive a true understanding of their services, authorizing comprehensive and constructive improvements. (Stickdorn et al. 2018, 53.)

The design is the process that is managed by the design way of thinking, trying to find exquisite and innovative solutions via iterative technics of research and development. Service design uses human touch structure, more qualitative research methods, fast and interactive layout methods for experiences and business processes. (Stickdorn et al. 2018, 55.)

Service design methods and tools are attempts to present a toolbox of effective and popular approaches. This is not a detailed plan of how a project performs, as such a restrictive set of instructions, would be odd to the service design characteristics. The methods and tools are resources of the frameworks for potential service. (Stickdorn et al. 2018, 84–96.)

Examples of service design tools are persona profiles, customer journey maps, service blueprints, stakeholders maps, value network maps, ecosystem maps, service prototypes. Descriptions that are more detailed can be found in the following chapters. (Stickdorn et al. 2018, 84–96.)

6.2 Persona Profiles

A persona is a profile designating a private group of people. It can be a group of customers, a market segment, employees, or any other stakeholder group. The profiles are not stereotypes, they are prototypes based on research. Personas are fictitious, help make groups with analogous service needs. However, persons with particular service needs and goals are not equalizing with traditional segments in marketing. The needs expressing in person are dividing several groups, therefore destroying marketing structures that may impede service design efforts. Figure 3 is an successful example of customer persona.
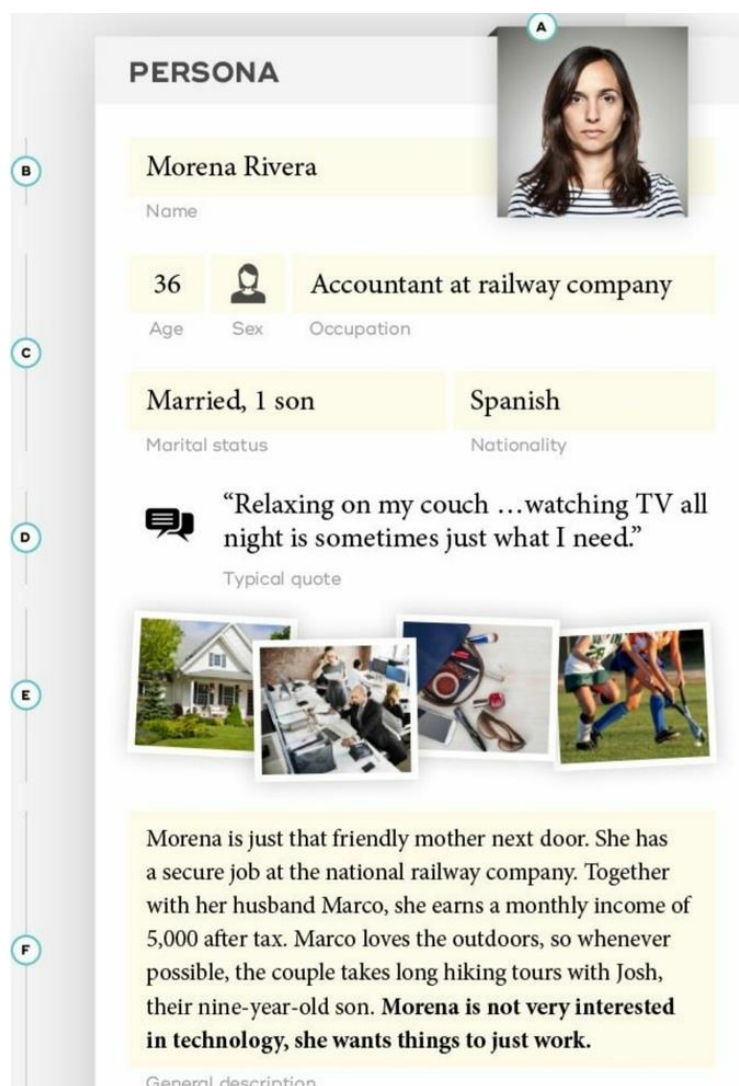

Figure 3. Customer Persona Example (Stickdorn et al. 2018)

Personas are a useful reference for the design process. They can develop into collaborative, detailed descriptions of a customer or target group, described in access to all templates. (Stickdorn et al. 2018, 97108.)

The picture above is a successful example of the persona profile. To understand the principles of a good persona it is necessary to have a look at all components. The figure has letters from A to F as the description is divided into parts.

Component A is a representative photo. The usage of photos of celebrities is prohibited in order to avoid preconceptions. To have unique profiles it is important to think over gender, age, and ethnicity-neutral sketches or photos showing common attributes, goals, motivations, tasks, or behaviors that can help to prevent a stereotypical judgment. (Stickdorn, Lawrance, Hormess & Schneider 2018,84–96.)

The element B is a name. A name reflects the social environment of the persona. Prototypes have subheadings for additional description of the representative. (Stickdorn, Lawrance, Hormess & Schneider 2018,84–96.)

Component C is demographic information. Age, gender, place of residence creates a description of a persona and creates a certain picture of a specific target group for a design team. (Stickdorn, Lawrance, Hormess & Schneider 2018,84–96.)

Following element D is a quote of the created person. The quote outlines the opinion of persona in one sentence. This is convenient in order to memorize. It is helpful for developers to empathize and relate to the created person. (Stickdorn, Lawrance, Hormess & Schneider 2018,84–96.)

The penultimate E point is a mood picture or pictures. The photos or sketches replenishes a persona with context. They demonstrate an environment of the person, behavior patterns, goals and motivations. One common type of contextual image has an item from the pocket or a bag of the persona. Mood images can also add visual content to a written description. (Stickdorn, Lawrance, Hormess & Schneider 2018,84–96.)

The final component F is a description. The description can disclose characteristics, personality, attitudes, interests, skills, needs, expectations, motivations, goals, frustrations, brands or technologies the persona likes, or background stories. This information should include important facts in the context of the research question or the company the persona is related to. (Stickdorn et al. 2018, 84–96.)

6.3   Customer Journey Map

A customer journey map visualizes the experience of a customer in a certain period. A journey map visualizes the full experience of a customer from the service, a physical or digital product, or a brand. It includes finding customers needs, booking service, and usage of the service. The feedback is reflected in the map positive and negative, moreover, the desire to book the service again takes place here. (Stickdorn et al. 2018, 97.)

As a human-centered tool, customer journey maps include steps where a customer is interacting with a product and discover all the main issues of experience. A journey map helps to find gaps in customer experiences and explore possible decisions. (Stickdorn et al. 2018, 98.)

The maps have a different size and framework. There is a need for them for presenting various aspects of one experience. The experience shows from beginning until the end in systematic form. The idea of various scales applies to any map. The information in the customer journey map depends on the purpose. (Stickdorn et al. 2018, 99.)

A journey map can make immaterial experiences material and promote an agreement for research. This is a way to visualize data in a primitive way, but the quality of the map depends on the quality of the data it is based on. Journey maps have opportunity to be a real document that evolves and changes over several workshops and research loops and that bridge different departments and stakeholders in organizations. (Stickdorn et al. 2018, 99.)

Figure 4. Customer Journey Path Example (Stickdorn et al. 2018)

The figure 4 is an example of a successful customer journey map. The customer journey map starts with section A and this is the main actor. The experience of the main actor is a center of attention on the customer journey map. A journey map can connect different perspectives on one map, as for an example, comparison of customer groups or comparing customer experiences. (Stickdorn et al. 2018, 100.)

Stages can help to structure a journey map and visualize the size. A stage contains a number of steps. The examples can be a problem and need recognition, information research, assessment of options purchase resolution, or feedback. Stage B presents the basic steps of the experience. (Stickdorn et al. 2018, 101.)

A journey map shows experiences in order from the perspective of the main actor in sector C. A step is any experience the main actor has, such as cooperation with another person, or a piece of equipment. Activities can be steps. The degree of part of each step depends on the total size of a journey map. (Stickdorn et al. 2018, 102.)

The next element D is the storyboards. The storyboards represent each step via pictures, figures, screenshots, or sketches in order to tell the story of specific situations, including their environment and context. A storyboard increases empathy with a journey map and enables faster navigation. (Stickdorn et al. 2018, 103.)

Section E is an emotional journey of the main actor. This line can show the level of satisfaction of the main participant. An emotional journey visibly detects evident issues within the framework of a particular experience. (Stickdorn et al. 2018, 103.)

Element F are channels. Channels are any method of interaction implicated in a certain position, communication, a website, an app, a TV advertisement, or a printed advertisement. (Stickdorn et al. 2018, 105.)

G section is responsible for stakeholders. A list of stakeholders involved at each step of a journey map shows which internal or external stakeholders are involved. This section helps to identify potential key actors that should be included in research, prototyping, and implementation. (Stickdorn et al. 2018, 106.)
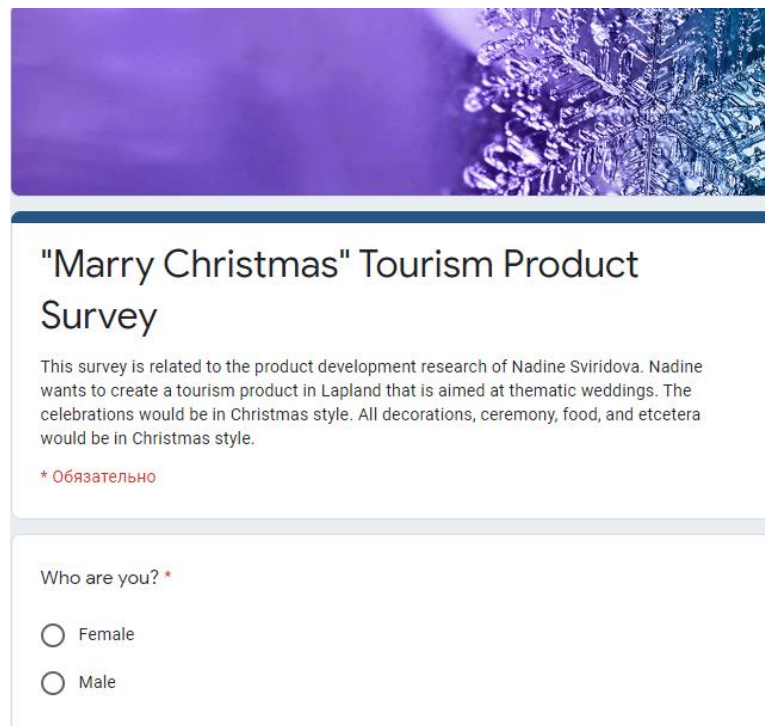
The next element H is a dramatic arc. A dramatic arc demonstrates the stage of the main actor's involvement at each stage. The dramatic lines are typical for storytelling. (Stickdorn et al. 2018, 107.)

The final segment "I" is a backstage process. Backstage processes are actions prepared for creating an experience for the main actor. Backstage processes show which departments and systems are involved or triggered at specific steps. (Stickdorn et al. 2018, 108.)

7 RESEARCH

7.1 Research Process

In the idea development phase, according to the theory of Double Diamond Structure, it was decided to conduct a research. The main objective of the research is to determine the potential interest among consumers to the general idea of themed weddings in Lapland as a service as well as a detailed analysis of its parts.

Figure 5. Questioner in Google Form (Sviridova 2019)

The research is based on different approaches. The questionnaire has qualitative and quantitative questions in order to have an idea about potential wedding products. Moreover, the research was made to understand the potential interest among the customers. The methods for this thesis work are double diamond structure, questionnaire, customer personas, and customer journey path.

The questionnaire was posted on wedding forums (Hitched, Weddingwire). The desired audience was engaged people who have started to plan their weddings or who are looking for ideas for a wedding. As an auxiliary contribute, the survey was published on diverse social media. For example in Facebook, Vkontakte,

Odnoklassniki. The author held the questionnaire in the city center of Prague. The people who were asked were from The United Kingdom Scotland, Ireland. To receive answers was not a challenging step for the author. She was prepared to do that and even had an experience during studies. Questioner form could be found in the Appendices section.

Questions one to four are about general information: age, gender, relationship status and place of residence. The purpose of this question was to receive general information. The main question was the current residence for the target group creation process.

Question number five «*What kind of wedding do you prefer/ would like to experience?*» It is about the wedding experience. This question helps to comprehend the experience of the responder for the wedding as an event. If a person has experienced at the wedding, he or she aware of the wedding as an event and the opinion is based on personal experience.

The next question *« What kind of wedding do you prefer/ would like to experience? »* The question has a first step in understanding the potential interest of customers for a new wedding service. The answers will display if the majority of people want to have a traditional wedding or it is possible to think that customers are ready for new wedding trends.

Question number eight « *Would you like to have a thematic wedding?* » and question number nine « *If you would have a thematic wedding in Lapland on what language you would prefer the ceremony? »* The answers will show the exact percentage of customers who are interested in the new product. The language of the ceremony reflects the target market.

The next questions are aimed to offer to the responders' options what can be included in the future tourism product. The options that would be accepted by the majority would be included to the final product package.

The further question number ten is « *How many guests you would have? »*. For a better understanding of what size the event should be in the final product, respondents have four options so they can locate the most appropriate for them.

The following question is «*Do you like the idea to celebrate your wedding in Lapland?*». This question will determine the customer concerning the main idea of a destination wedding in Finnish Lapland.

Question number twelve is «*What do you think about Santa and Elf as a part of the ceremony at your thematic wedding?*» . By the help of this question to identify the demand on the Santa and Elves as a part of the event. If the majority of responders choose answer «yes» this offer would be in the final plan of the project.

The next question «*What music do you prefer during your Christmas thematic ceremony? *» is aimed to show what type of music people prefer when they have Christmas thematic wedding event.

The following question «*What kind of food for the ceremony should be served?*». The responders chose between traditional wedding food and Lappish food. The option that has the majority of votes will be in the final product.

The next question is «*What type of decorations should be at your Christmas Teamed wedding?*» The aim of the question to discover the most preferable decoration type for the final vision of the project.

7.2   Research Results

According to the statistics from the questioner, the index of the answers is 76. 24 answers from Facebook, 20 from the work of the author in Prague City Center, Czech Republic and the rest are from wedding forums like Hitched and Weddingwire.
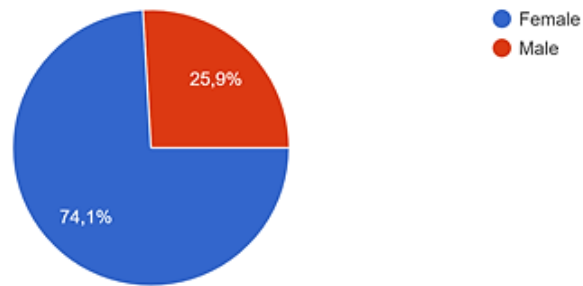
Figure 6. Results of question №1 (N=76)

Figure 6 shows that the majority of responses were from females, which are 74.1%, the minority of answers is from male are 25.2%.
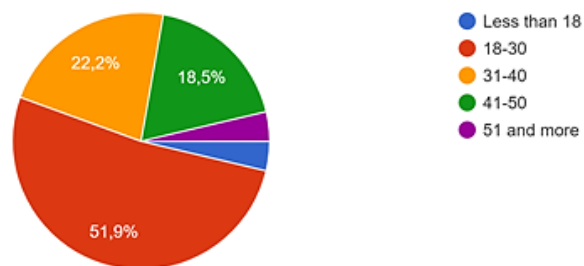

Figure 7. Results of question №2 (N=76)

Most of the respondents are aged from 18 to 30 which is 51,9 %. The next age group is from 31 to 40 - 22,2 %. After goes the age group from 41 to 50 - 18,5%. The percentage of people under 18 and more than 50 is less than 2%. (Figure 7)
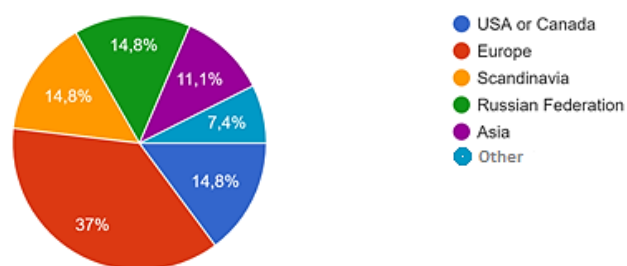

Figure 8. Results of question №3 (N=76)

Most of the respondents are from Europe, which is 37%. There are other counties of residence such as Scandinavia (14, 8%), Russian Federation (14.8%), The United Kingdom (14,8%), Asia (11,1%) and other option (7,4%). (Figure 8)
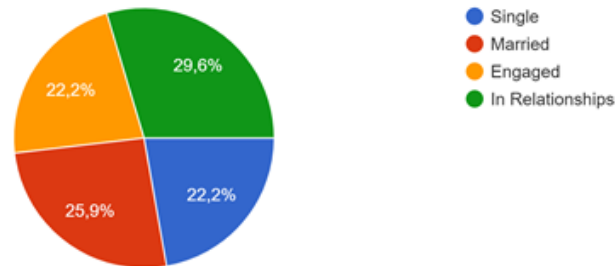

Figure 9. Results of question №4 (N=76)

The majority of answers are In relationships (29,6%). People who are in relationships are the target market for new service as they might plan the wedding and there is a opportunity in future to use the service. (Figure 9)
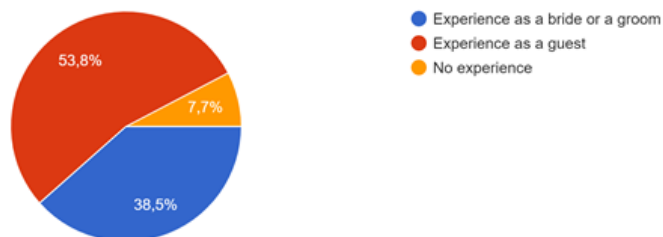

Figure 10. Results of question №5 (N=76)

A little bit more than a half of the respondents have experience as guest (53,8%). Experience as a bride or a groom is 38,5%. Then there is 7,7% people with no experience. (Figure 10)

What kind of wedding do you prefer/ would like to experience?

76 answers

Traditional
Something Special

81,5%

18,5%
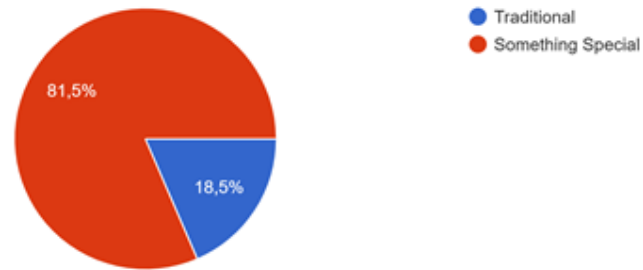
Figure 11. Results of question №6 (N=76)

The pie chart show the interest unique weddings.(81,5%). Only 18,5% prefers traditional wedding. (Figure 11)

What season is more suitable for wedding in your oppinion?

76 answers

Figure 12. Results of question №7 (N=76)

The majority of answers show winter as the most preferable season for a wedding. The second most desired season is summer. The next is autumn and spring. (Figure 12)

If you would have a thematic wedding in Lapland on what language you would prefer the ceremony?

76 answers

English
Mother Language

14,8%

85,2%
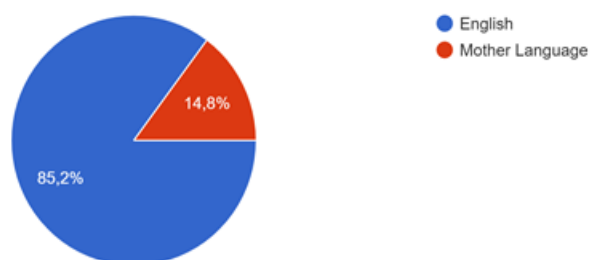
Figure 13. Results of question №8 (N=76)

The majority of votes is 85,2% for answer English. Only 14.8% prefer wedding on the mother language. The conclusion from this pie chart is that the language of the ceremony should be English.(Figure 13)
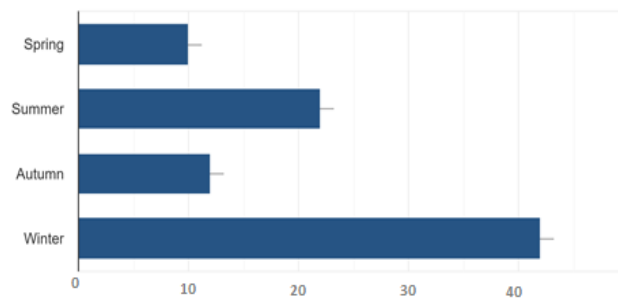

How many guests you would have?
76 answers

- 10-30
- 30-50
- 50-80
- 80- and more

14,8%
11,1%
44,4%
29,6%
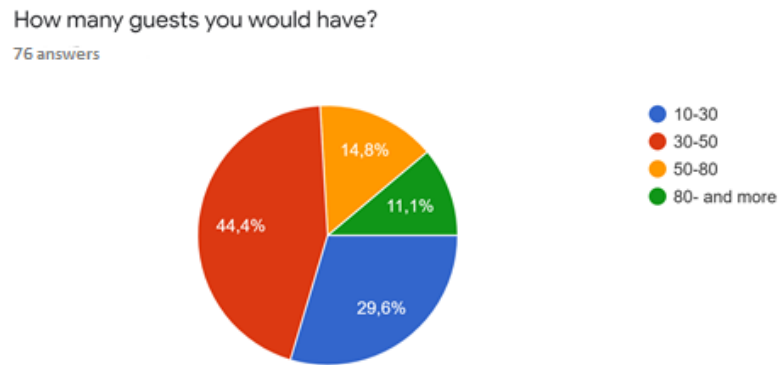
Figure 14. Results of question №9 (N=76)

The answer 30-50 guests has a 44,4 % advantage. The second wedding guest group is 10-30 people has 29,6%.(Figure 14)

Would you like to have thematic wedding?
76 answers

- Yes
- No

7,4%
92,6%
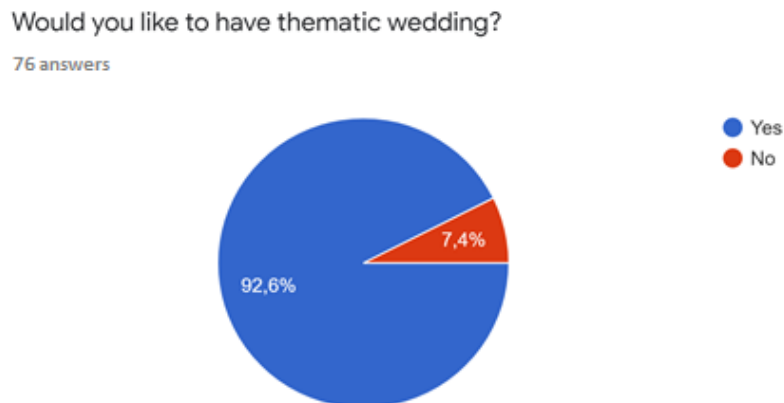
Figure 15. Results of question №10 (N=76)

The interest in thematic wedding is 92%Hovewer 7,4% of people would like to have a traditional wedding. (Figure 15)
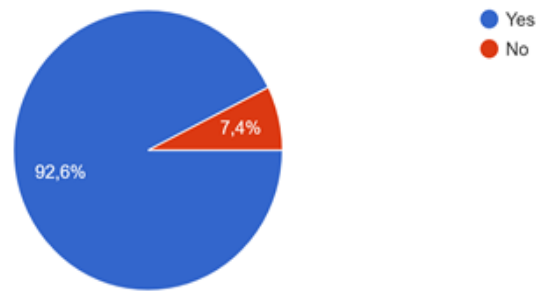
Figure 16. Results of question №11 (N=76)

The wedding is Lapland has a majority of answers – 92,6%. The answer shows the interest of potential customers. (Figure 16)

Figure 17. Results of question №13 (N=76)

The special option for potential tourism products is accepted by majority of answers – 92,6%. (Figure 17)
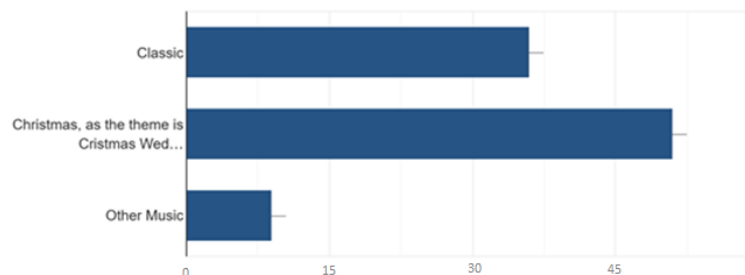
Figure 18. Results of question №14 (N=76)

The most popular option is Christmas Music therefore this answers will influence on the final planning of the project. (Figure 18)
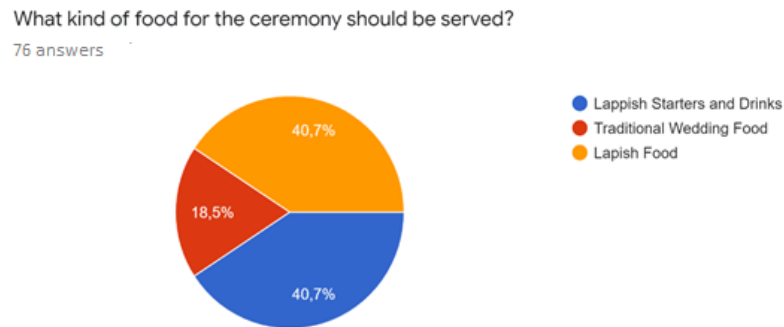
Figure 19. Results of question №15 (N=76)

Lappish Food has a majority of votes which is 40,7%. The second option is Lappish Starters and Drinks and it is 40,7%. The results show the interest of customers in Lappish food options. (Figure 19)
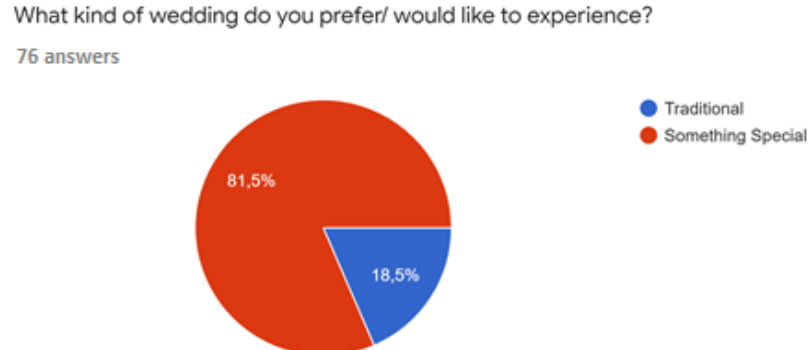
Figure 20. Results of question №16 (N=76)

The decorations has almost the same indexes however the most preferable option is Christmas Decoration.(Figure 20)

What comments do you have about the idea of "Marry Christmas" Product?
76 answers

Option	
I would like to experience one	████████████████████████
Sounds interesting	███████████████████████
I prefer old fashioned weddings	███
Nice idea! :)	█
Sounds interesting!	█

0   12   24   36
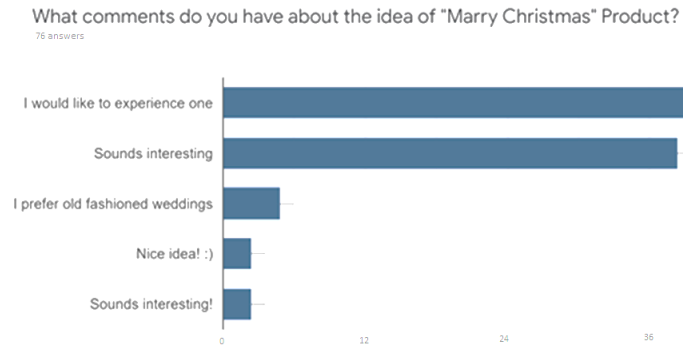
Figure 21. Final Question (N=76)

Figure 21 is the final question, which shows the interest of potential customers in this project idea and has comments.

The answers given by the responders were proceeded. The majority has chosen such options as Christmas decorations and music, Lappish traditional food, the opportunity to have a thematic wedding in Lapland.

The target group was asked during the survey, and that assisted a precise understanding of the respondents to be interested in themed weddings in Lapland as well as they have a potential interest in the designed options. Based on these data, the next stage of idea development proceeds the process of service design.

8 «MARRY CHRISTMAS» TOURISM PRODUCT

8.1 Personas

Based on the data obtained in the survey for the creation of the Customer Persona was utilized answers about general information – gender, age, place of residence, and marital status. After the result analysis, the following tendencies among respondents were identified: The majority of respondents were women (74,1%), the age group from 18 to 30 (51,9%), the place of residence - Europe (37%) and marital status in relationship (29,6%). On the foundation of research of general information, Customer Personas are native English speakers - the British were created due to the concrete task of the commissioner to analyze the English-speaking target market.

There are two young Londoners. They can be an example of a new business project functioning. Next, there is a detailed description at each stage of the product. In order to have a better understanding of the overall picture, those customer personas were created.

Figure 20. Customer Persona (Sviridova 2019)

On the picture is the first customer persona, Charlotte Higgins. She is 28 years old. She works as a bank assistant. Her hobbies are sport and traveling. She is engaged with the second customer persona Christopher Wren. He is 34 years old. He is an architect and he dreams of starting his own company. His hobbies are work and travel.

Charlotte and Christopher met two years ago during a trip to Rovaniemi town, Lapland. Although they took different planes, on the way to meet Santa Claus in Santa Village, they took adjacent seats.

This trip made a enormous impression on both of them and gave happy moments. After returning home, they have started to date. Christopher proposed Charlotte a year and a half after.

Young couple in remembrance of their acquaintance has a dream to organize the wedding at the magical place Santa Village, with their closest friends. Charlotte and Cristopher invited six close friends.

As the winter in Lapland is very cold Charlotte and Christopher were planning carefully the wedding outfits. The choice of the bride was a long lace sleeve dress in a wide skirt of thick fabric. A long skirt allows the bride to wear boots in order to keep warm during a photo shoot outside and while reindeer sled ride. On top of the dress, there is a white fur coat for staying warm when while being outside. The choice of the groom was a classic suit with a velour jacket.

As a wedding venue, Charlotte and Christopher choose a house in Santa Claus Village. They found an offer on the Internet about the "Marry Christmas" Service, which has everything that they want for an ideal wedding.

8.2   Wedding Venue Idea

"Marry Christmas" Service offers a wedding venue with special services included. The building the venue has a small stone house shape. The house is located at a short distance from the main attractions of Santa Claus Village. The entrance to the building is from the forest side in order to have privacy for the event and create the right atmosphere.

Doors and window frames are made of wood. A road to the house is decorated with lamps with candles. The path ends with an arch and the fence of bushes. The forest view will give the opportunity for incredible photos. There are a few trees decorated with garlands on the venue yard. in order to create an atmosphere and illuminate the facade of the building, the yard has special light.

The building has four rooms. The figure below is a preliminary design of the venue.

1- Cristmas Tree
2- Chimney
3-Dinner Table
4-Dance Floor
5-Intaractive Whiteboard
6-Kitchen Area
7-Video Booth
8-Ceremony Zone
9-WC
10-Storage Room
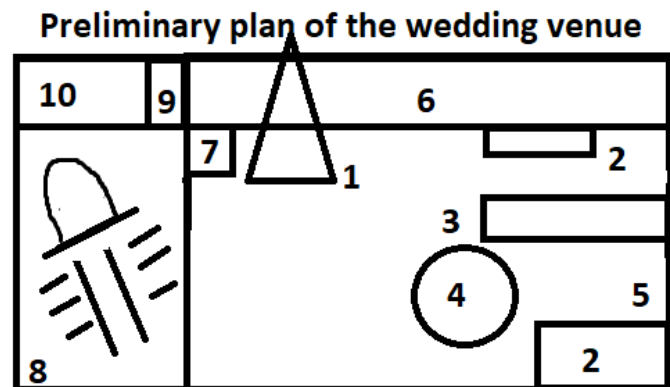
Figure 21. Preliminary Plan of the wedding venue (Sviridova 2019)

The first room is the main hall. It has two zones. The first zone is the ceremony zone, where the arch is installed, decorated with fir branches, winter flowers, and garlands. In front of the arch, there are two rows of benches for guests. Between the rows, there is a white carpet for the brides' walk. Benches are decorated with fir garlands and bows.

The second zone is the entertainment zone. As the decorations of this area, the author suggests a fireplace. The Fireplace is an additional source of heating and creation of a festival atmosphere, authenticity, and comfort. The next decoration is a enormous Christmas tree decorated according to Christmas traditions. Then there is a dinner table. There is a dance floor in the centre of the second zone. There is an interactive whiteboard on the wall where guests can leave their wishes to the couple or view their photos. Near the Christmas tree, there is a video booth. The guests can make funny memorable videos for the couple. There

is a TV with Xbox Kinect as entertainment for guests so they can lay games using their bodies instead of a joystick.

The second room is the kitchen. The kitchen is fully equipped and it is enough for making a full course dinner.

The third room is a storage room. It has blankets and specially prepared winter jackets for customers. Guests can leave their belongings there or can go and have some personal time or rest.

The fourth room is the bathroom. This is a common need for guests and service employees both. The WC is in the storage room and it has easy access at any time of the event.

8.3 Services

Charlotte and Christopher invited six close friends to the wedding. They hired a host for celebration in advance so he or she can be responsible for time management and can lead the event.

A music specialist was chosen for the celebration and he or she has a pre-agreed playlist and musical theme.

The catering team is invited specialists from one of the best restaurants nearby who offer a variety of dishes to choose from and provide excellent service.

The choice of photographer was more difficult as Charlotte and Christian had to look through a number of portfolios. However, as a result, they selected a photographer who prefers creative ideas in journal style.

Two cars were hired for all guests. The main goal of those cars is to be on time. The first car is for the groom and his friends. The second car is for the bride and her friends. At the end of the celebration, the first car is for the couple and the second one is for the guests.

For this event, all the professionals were hired and they were at the venue from the beginning until the end.

8.4 Product Idea

The concluding phase of the design process for the idea of this thesis is the development of the "Marry Christmas" service project. The name of the project represents the substance of the developed service as it contains the element of Christmas and wedding integrated for the constructive and creative objective. In order to have a more reliable description of the idea of the designed product is utilized Customer Journey Path described in detail. It could be found in the Appendices section.

Everything is ready for the beginning of the ceremony. Guests sit and have joyful anticipation. The bridegroom waits at the arch with the register. The music is playing. The bride walks on the carpet. The couple exchanges the vows gives each other rings and the register pronounce them husband and wife.

The guests congratulate the newlyweds. The photographer throughout the ceremony takes pictures of the bride, groom, and guests. Next, the photographer invites the couple to start a photoshoot using decorations as a beautiful background: wonderfully decorated Christmas tree, fireplace. Moreover, he takes pictures of the guests. Next, the photographer invites the couple to start a photoshoot using decorations as a beautiful background: wonderfully decorated Christmas tree, fireplace, and pictures of the guests.

The couple goes outside for an outdoor photoshoot. Winter forest, dreamy sky, and stunning winter landscape help to make the photos heartfelt and romantic. Cold weather would be a perfect reason for cuddles. Photos of Charlotte and Christopher are very beautiful as it was snowing that day. Snowflakes complemented the loveliness of the moment. The house, venue territory, the entrance arch, the trees decorated with lights, the prepared outer clothing, plaids - became requisite for the magic photos that will be a great love symbol for the couple.

In order for guests not to get bored during the photoshoot, they have a chance to record a memorable video in the video booth or leave their wishes or congratulations on the interactive board and listen to music. The catering team will offer drinks such as mulled wine with alcoholic and non-alcoholic options,

champagne, various tea and coffee flavors, hot chocolate and light snacks. The snacks are lingonberry tartlets, gingerbreads, saffron cakes, sweets, marmalades, Christmas candy, roasted almonds in chocolate and marshmallows.

After Charlotte and Christopher with their guests have a few minutes break for resting with snacks and drinks and have a chance to warm up at the fireplace, everyone is invited to wear specially prepared winter jackets and go to the yard. Four carts pulled be reindeers appears at the gates. The reindeer sled is a perfect addition to this unforgettable moment. The reindeer ride takes approximately twenty minutes. The photographer takes pictures of this romantic and happy moment. Meanwhile, the catering team starts to set the tables. Charlotte and Christian have chosen red and gold tablecloths and white napkins. The table is decorated with candles and the main decoration is a fir Christmas wreath decorated with red and white Poinsettias and small gold balls. The table is decorated with small vases filled with red and gold balls. The dishes are white color and the glasses, made of transparent glass. The napkin for each guest is folded in a roll and tied with a gold string with a small fir twig. Chairs are placed, candles are lit and everything is ready for the guests.

The couple and the guests arrive. Charlotte and Christian ordered the dinner and a chef from the catering service prepared all the dishes in the back kitchen. The kitchen is suitable for light snacks and for the whole dinner preparations. The couple prefers local cuisine and the menu consists of such dishes as wild mushroom pie served with crispy onion, beetroot vinaigrette, and sour cream. The next dish is backed rabbit served with mash potatoes with rosemary and lingonberry jam. Moreover, on the menu for the wedding, there is sautéed reindeer with mushrooms and onions. The wedding cake is a sponge cake with cream and blueberries. A special local dessert is "leipajuusto" the Finnish national cheese bread served with cloudberry sauce. The drinks offered at the wedding are red and white wine. For those who prefer alcohol-free options, there is blueberry juice with ice. Between the meals, everyone dances, listening to pleasant romantic and Christmas music. On the interactive whiteboard, there are photos of the bride and the groom. The couple plays with the guests at Xbox games such as Just Dance, Country Dance or All-Stars.

Before serving the cake, it should be a break for the catering team to clean the table and set it for the cake to serve the table for serving sweet dishes. The break will take fifteen to twenty minutes. The host offers to dance to guests and the couple. At this point in the hall, special visitors arrive Santa and Elves. Santa sincerely congratulates the newlyweds and wish them all the best. After taking pictures with Santa and Elves, Santa will give small gifts to the bride and the groom. The gift includes a t-shirt with the "Marry Christmas" logo and the sign "Just married in Lapland" and the coordinate of Arctic Circle "66°33′45". The present includes Christmas candies. After Santa is left, the celebration continues. The catering team serves the cake and other desserts. The evening ends after all the guests left cleaning service arrives to clean the house and yard if needed.

9   DISCUSSION

Based on the research which was presented by a single enumeration of questions in the Google forms format distributed in social networks (Facebook, Vkontakte, Odnoklassniki.) Wedding Forums(Hitched, Weddingwire) and the people asked to fill in the questioner form live in Prague City Center were identified directions that are reflected in the product ideas. The answers given by the responders were proceeded. The majority has chosen such options as Christmas decorations and music, Lappish traditional food, the opportunity to have a thematic wedding in Lapland, to have Santa and Elves as special guests. The conclusion from the results of the research can be identified as there is an interest of potential customers to the product idea in general and to its individual parts.

From the beginning of the thesis process, the development of the idea has started. The author was interested in this specific topic, as well as the commissioner found it pertinent for oncoming enhancements. Moreover, this topic has to be associated with the degree program of the study unit. The quantitative research method was utilized in this thesis work as it provided cognitive and reliable results. Dealing with numbers and open-ended questions gave a more extensive vision of acquired data. The research and its conclusion are persistent pertinent for future analysis and potential improvements.

The research was done in order to receive data for subsequent development and for the commissioner to reveal the interest in the potential tourism product. The questioner form was the choice of the author as the time-consuming step. The research was relevant to conduct as the idea of the product is new and original. The results of the research show the potential interest among future customers to the idea of Christmas themed weddings in general and to offer parts such as Santa and Elves visit, Lappish cuisine dinner, Christmas music and decorations, and all other options included to the final idea product.

Finishing thesis project the author would like to share her experience. The idea of the project was easy to create as the theme of weddings was interesting to the author and gave the opportunity to think creatively, to show creativity, allowed to

apply theoretical knowledge and use work experience in the customer service field.

Cooperation with Mariella Pokka, a creative person of a creative person from the fashion industry and the opinion of both parties was a perfect combination for a successful thesis project.

Further work on the project was very intense. The author faced some challenges in the theoretical part and the work on the theoretical part of the thesis process took a little bit longer than the author thought. However, she managed to find the literature that was required for the theoretical part.

The next step was practical work on the project where the author had to process a enormous amount of information. For the detailed study of each stage, the author used not only her personal opinion but also the advice of experts, which are posted in magazines and on the websites of wedding specialists. She managed to find books and articles in order to study the main subjects and styles, to study the latest fashion trends in decor, decoration, clothing, lighting, entertainment services, gastronomic and culinary directions. It is a very interesting, versatile, and fascinating part that gave great pleasure to the author. In this part, the author was able to utilize knowledge skills and creativity. She showed creative ideas and applied the experience gained during the studies and work experience in customer service.

During the thesis process, the author lived in the Czech Republic in Prague and at the same time worked in a world-famous company in the customer service field. Research conducted by the author confirmed that this project is interesting for potential customers. In this thesis project the author uses a variety of digital tools such as Canva, customer person, customer journey path. Moreover, she utilizes a large number of programs and applications to create images, tables, and charts for the project.

The project created by the author has demanded from the audience and can be implemented with the financial support of the concerned party. New wedding service provides opportunities for Lapland to become an attractive wedding destination and expand the field of entrepreneurship.

This thesis project is the quintessence of the author's studies at the Lapland University of Applied Sciences and despite all the difficulties that arose in the process of professional growth and personal development.

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APPENDICES

Appendix 1 – Questioner

Appendix 2 – Customer Journey Path

"Marry Christmas" Tourism Product Survey

This survey is related to the product development research of Nadine Sviridova. Nadine wants to create a tourism product in Lapland that is aimed at thematic weddings. The celebrations would be in Christmas style. All decorations, ceremony, food, and etcetera would be in Christmas style.

1. 1.Who are you? *
- Female
- Male

2. How old are you? *
Write your age in other field

- Less than 18
- 18-30
- 31-40
- 41-50
- 51 and more

3. Where are you from? *
- USA or Canada
- Europe
- Scandinavia
- Russian Federation
- Asia
- Other:

4. What is your status? *
- Single
- Married
- Engaged
- In Relationships
- Other:

5. What is your wedding experience?
- Experience as a bride or a groom
- Experience as a guest
- No experience

6. What kind of wedding do you prefer/ would like to experience? *
- Traditional
- Something Special

7. What season is more suitable for wedding in your oppinion? *
- Spring
- Summer
- Autumn
- Winter

8. Would you like to have thematic wedding? *
- Yes
- No

9. If you would have a thematic wedding on what language you would prefer the ceremony? *
- English
- Mother Language

10. How many guests you would have? *
- 10-30
- 30-50
- 50-80
- 80- and more

11. Do you like the idea to celebrate your wedding in Lapland? *
- Yes
- No

12. What do you think about Santa and Elf as a part of the ceremony at your tematic wedding? *
- Yes
- No

13. What music do you prefer during your Christmas thematic ceremony? *
- Classic
- Christmas, as the theme is Cristmas Wedding
- Other Music

14. What kind of food for the ceremony should be served? *
- Lappish Starters and Drinks
- Traditional Wedding Food
- Lapish Food

15. What type of decorations should be at your Christmas Theamed wedding? *
- Authentic Lappish
- Christmas Decorationts

16. What comments do you have about the idea of "Marry Christmas" Product? *
- I would like to experience one
- Sounds interesting
- I prefer old fashioned weddings
- Other

Action	Bride and Groom	Feelings	Guests	Feelings	Interaction	Responsibility
Transportation	Bride – car #1. Groom –car #2	Nervous Expectations Support from friends	Bride's friends – car #1 Groom's friends – car #2	Joy Expectations	Guests – Couple Customers-Drivers	To provide transportation, arrive on time and provide compostable and safe drive
Arrival	Groom arrives 1st. The host meets him and take him to the ceremony zone. Bride arrives after. The host meets her and shows her the way to the ceremony zone.	Nervous Exited	Arrive with couple. The host meets them and take to the ceremony zone. Shows the seats for them	Exited Happy Nervous	Host-Groom Host – Bride Host - Guests	To meet customers, to show ceremony zone, Remind the ceremony plan
Ceremony	Registration of the Marriage Exchange Vows Exchange Rings	Nervous Culmination Emotional Happiness	Watch the ceremony Congratulate	Emotional Happiness Joy	Registrar –the couple	Conduct the ceremony according to the plan.
Photoshoot	Making pictures in the ceremony zone, chimney, Christmas tree After – outside photoshoot	Happiness Excitement	Take part in photo shooting / or record video in video boot /	Happiness Excitement Relax Enjoying music	Photographer – the couple Photographer – guests	Organize indoor and outdoor photoshoot Suggest ideas for creative perfect photos

			Leave their wishes on interactive board / Listen to music / Have light snacks and drinks	Enjoying drinks and snacks	Photographer - customers	
Snack Break	After photoshoot can relax and warm up by the fireplace Have some snacks and drinks Enjoy the music	Relax Happiness Enjoy from Food Taste Less Stressed	Relax Warm up by the fireplace Have some snacks and drinks	Relax Happiness Enjoy from Food Taste	Catering Team - Customers	Provide Snack Bar and Drinks Provide the best service
Reindeer Sledge Ride	Have personal sledge Photos Take blankets or winter jackets if needed	Happiness Exited Joy Unforgeable Experience	Have sledge in pairs Photos Take blankets or winter jackets if needed	Happiness Exited Joy Unforgeable Experience	Host – Customers Responsible for Sledge Ride – Customers Photograph – Customers Catering team – Venue	The invites the customers for sledge Takes care of the guests during the ride Makes Photos Set tables for the dinner Last food preparations

					Kitchen team	
Dinner	Have dinner Photos Listen to Music Take part in Entertainment	Happy Enjoy the Food and Beverages Enjoy the Music Enjoy from communication Fun from Entertainment	Have dinner Photos Listen to Music Take part in Entertainment	Happy Enjoy the Food and Beverages Enjoy the Music Enjoy from communication Fun from Entertainment	Host – Customer Catering – Customers Kitchen team – Catering Music DJ – Customers Photographer - Customers	Guide from the yard to event zone after the sledge ride Provide the best service Cooperate Play music Take Photos
Dance	Wedding Dance Xbox Dance Dace with the guests	Emotional Happy Enjoy after food	Dance Xbox Dance Watch Wedding Dance	Emotional Happy Enjoy after food	Host – Customers Catering team Catering Team – Kitchen Team Music DJ - Customers Photograph-Customers	Invites to the dances Clean tables Preparations for cake and desserts Cooperation Play Music Take Photos
Santa and Elves Visit	Meet Santa and Elves Make Photos	Unexpected Surprise	Meet Santa and Elves Make Photos	Unexpected Surprise	Santa & Elves – Customers	Appear unexpectedly Entertain Make photos

	Receive Gifts	Happy		Happy	Santa & Elves – Couple Photographer-customers Music DJ - customers	Give a speech Give presents Make photos Play Music
Cake	Take the first piece of cake Eat desserts Photos Enjoy Music Enjoy Celebration	Happy Enjoy cake and desserts	Eat cake Eat desserts Photos Enjoy Music Enjoy Celebration	Happy Enjoy cake and desserts	Catering Team – Customers Photographer – Customer Music DJ - Customers	Serve the cake Serve desserts And drinks Make Photos Play Music
The end	Leave by the car #1	Happy Satisfy from event A little bit tired Relax	Leave by the car #2	Happy Satisfy from event A little bit tired Relax	Host – customers Driver- Couple Driver – Guests Catering team – venue Kitchen Team – Kitchen Cleaning Service - Venue	Walk customers to the cars To provide transportation, arrive on time and provide comfortable and safe drive Clean the dishes Clean the kitchen Pack the food Clean the venue