

A good idea is not enough

Key Characteristics of Porvoo Design Camp

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<p>This is a research based thesis aiming to evaluate Porvoo Design Camp event from the perspective of attendees and exhibitors. Porvoo Design Camp is an event organized by Haaga-Helia Porvoo Visual Marketing students on the 16th of November 2019. The thesis is commissioned by Haaga-Helia as the plan is to make this a yearly event. The goal is to identify the main features of a special event, define successful marketing components and provide suggestions for Porvoo Design Camp to develop. The study also consists measuring if Porvoo Design Camps main themes are visible.</p> <p>The theoretical framework focuses on the characteristics of special events and identifies the elements for marketing events. The theory goes further into the main characteristics: uniqueness, fixed timescale, labour intensiveness, ambiance and service, rituals and ceremonies, perishability, intangibility, and personal interaction, and how to use them.</p> <p>The methodological approach is qualitative, combining face to face interviews with attendees as well as with entrepreneurs taking part in the event. The interviews with the attendees were on the event day on the 16th of November 2019, and each of the three sessions had between two to four female participants. The interviews with the entrepreneurs were conducted on 4th December 2019 as individual sessions.</p> <p>The results show Porvoo Design Camp being a well-liked event, however, not all the characteristics of a special event were visible and executed properly. The unique aspects were the local entrepreneurs taking part in the event, workshops with different lengths and themes as well as the attendees' feeling of being a part of the Porvoo community. The findings suggest that some features could be revised, such as the name of the event, marketing cooperation with entrepreneurs, and interaction with the attendees.</p> <p>Porvoo Design Camp is advised to focus more on their communication efforts towards attendees as well as companies taking part in the event. It should be ensured that the event keeps the locality as its main feature.</p>	
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1 Introduction

Our own species the Homo Sapiens, was already 150,000 years ago using social cooperation as their main tool for survival and reproduction. They used in their favour these social skills to develop their hunting and gathering. Evolution favoured those who were able to develop social ties as well as complex social structures. It is evident that humans are primarily social animals. (Harari 2014, 17-18, 24, 29.) The need that humans have for connection and social interaction has not diminished within the years. During the COVID-19 pandemic it has been visible just how important social interaction is. Even if people had to stay isolated and limit social contact as much as possible, different events started to occur. Parties from balcony to balcony, where one person is playing an instrument while another one is singing, and the rest of the people are sitting and enjoying started to become part of the quarantine. (Locker & Hoffman 2020)

As it can be seen, events allow our need to socialize to thrive, while encouraging a sense of belonging. When it comes to events, they are all about gathering people to create and be part of an experience, they generate unique moments while breaking the daily routine (Berridge 2007, 29; Kiuru 2018, 2-3). Events have evolved hand in hand with the mankind. Nowadays, events can range from a couple of people to thousands of attendees. There are numerous reasons to why they are created, opportunities for socializing, celebrations of achievements, markers of time, or even platforms for political needs. Events have even become a tool to sell a variety of products or a way to promote a host city or a country. (Smith 2012, 103.) But what characteristics make an event successful? Is only a good idea enough? Is it all the organization behind it or is it a mix of tangible and intangible elements that give the experience a good atmosphere?

To understand the key characteristics of an event and its marketing, measuring the event becomes vital, especially when the event is aimed to be organised again in the future. Usually there is something to be improved and to gain insights asking the participants is beneficial. They are the experts and concomitantly, are likely to share their experiences with others and encourage them to attend when the event is held again. (Robinson, Dickson & Wale 2010, 164-168.)

In the particular case of Porvoo and other small towns holding successful events can make the cities culturally more liveable and possibly portrait themselves as desirable places to live in and visit. Events in general have increased their status within making cities and towns more liveable in Finland and this is especially cultural events, additionally, venues build for the purpose of holding events are positively affecting to the city's image

as well as environment and are often known landmarks. Since 1980's events have had a significant role in the rehabilitation of European cities in building their images as well as making them vivid for live and visit. For example, Helsinki in 2000 and Turku in 2011 being the cultural capitals. (Luonila 2014, 7-9.) Additionally, the Finnish city, Pori, has been growing in the past hundred years significantly and a major factor behind it has been Pori Jazz, a music festival known around the world (Luonila 2014, 28-30). Therefore, for the city of Porvoo organising and hosting events as well as promoting events happening in Porvoo could bring significant value by making the city more vivid.

1.1 Event definition

An event is a significant occurrence or happening and any particular time where a group of people are brought together (Capell 2013, 7; Getz 2007, 18). Another definition for events is a non-standard service in which information, behavior and dedication to such service providers are crucial (Bogdan, Moise & Zgura 2012). Regarding special events, are considered extraordinary occasions that include rituals and ceremonies fulfilling attendees' unique needs (Goldblatt 2010, 6; Parry & Shone 2019, 3-5). On another hand Matthews defines special events as a meeting of people that usually lasts from couple hours to days and it is designed to celebrate, honour, sell, teach about or observe human endeavours (Matthews 2008, 2).

Events have always had an important role in society, playing a key role in the development of social interactions, creating a sense of community, and belonging, marking the significant moments that people share and that hold them together. Everyday life and routine are usually broken by events of all kinds. In many societies, any minor pretext could be a good reason for celebration, although more traditional gatherings had more strict ceremonies and rituals. In Europe, particularly before the industrial revolution, routine daily activities were frequently changed with festivals and carnivals. (Richards 2015, 553; Robinson et al. 2010, xiv-xv; Shone & Parry 2019, 3.) Matthews states there can be many reasons to engage, participate or create an event, and that in order to understand them one must certainly know the reason behind their creation. He suggests that the main categories are religious, political, social, educational, and commercial. (Matthews 2008, 3.) One to succeed in the competitive industry of events, past should also be looked at, there have been many successful events in the history one can develop ideas from (Goldblatt 2010, 5).

Given the fast change in the social, economic, and cultural environments events continue to take on new functions in societies (Robinson et al. 2010, xiii; Richards, Marques & Mein 2015, 2). Vallo and Häyriinen believe that events are more personalized than other more conventional approaches and that by using them things like building a company's image, getting more exposure and help strengthen the current relationships with customers is possible (Vallo & Häyriinen 2014, 22-23). Therefore, events as marketing tools give you the possibility to build recognition with your current as well as prospective customers, widen your surroundings and increase the demand for what you are selling or offering (Higgins 2019). Content and program of the event is altered by the event's target group and objective (Vallo & Häyriinen 2014, 107).

1.2 Idea Creation and Event Organization

A big red button placed in the middle of a quiet street in Belgium. A big arrow hanging just on top of it with the words "push to add drama", pedestrians looking at it confused and curious. Finally, one brave person decides to go ahead and push it, suddenly a series of events will just unfold in front of them. An ambulance, people getting knocked over, a fight, police officers shooting, a woman in underwear in a motorcycle among other very unusual things. When the minute-long scene is over a banner would drop saying "Your daily dose of drama from 10/04 on TNT". (Capell 2013, 39.) This could be labelled as a good idea and as a great event to launch a TV Channel. However, having a great base or idea is not enough to obtain success and positive recognition from the customers.

Currently, events are a mass-market experience, following this it would be a mistake to expect that consumers will be impressed by what has already been experienced or done. Event planners must endeavor to give as many opportunities as possible for changes to be developed and for the gain of memories. (Preston 2012, 21.) The TNT launch went immediately viral and had a bigger impact than other traditional ways of launching a product. The use of creativity and innovation paid off. But it was the whole set of actions after the idea creation that allowed this to become a successful event. Actors had to be hired, permissions from the city had to be processed, it had to be recorded and distributed, the marketing team had to create a strategy, a budget was done, a team assembled, etcetera. (Capell 2013, 39.) An idea can be simple, it can be shown in the name or at the actual event. At times execution is rushed, without giving the idea creation enough time and effort. An idea can be a story, music, word, almost anything, as long as the event is built around the idea. (Vallo 2018b) Although having a good idea is crucial at the beginning of the journey, to understand how events are developed it is important to know what the phases of it are and what needs to be attained in each on them.



Figure 1. The Phases of Event Organization. (Matthews 2008)

As shown in figure 1. the first phase is Concept and Proposal which is divided into Preliminary Research and secondly in the Initial Design Event. In the first subdivision (preliminary research) the feasibility of the event needs to be assessed as well as the creation of a SWOT analysis. For the second subdivision (initial design) three things are worked on; the budget, the preliminary content and program and lastly, the creative proposal. The second phase is the “Marketing and Sales”, here the event proposal becomes a reality and as many sponsorships and tickets are sold. Furthermore, the promotion efforts are planned and implemented across the selected channels. The third phase, “Coordination” is the most time consuming one and involves all the tasks related to risk management, human resources, and administration. The fourth phase is known as “The execution” includes the set- up and the event itself. In the last phase “Followup” the administration will work out all the payments and the evaluation of customers and suppliers. (Matthews 2008, 12-13.)

1.3 Objectives

The main aim of this thesis is to measure the success of Porvoo Design Camp 2019 from the perspective of two stakeholder groups, the attendees as well as the exhibitors. This research intends to answer how are the key characteristics of a special event used in Porvoo Design Camp, and how to create a successful event for both the attendees and the exhibitors. The objectives are to identify the key characteristics of a special event, determine effective marketing components and propose recommendations for the future development of Porvoo Design Camp. As this event has key themes, the thesis also focuses

on evaluating whether those are met and visible at the event. Porvoo Design Camp is further introduced in the following Chapter 2.

This thesis does not include the planning process of Porvoo Design Camp as it evaluates the event as a ready concept. The main phases evaluated are the Execution and Marketing and Sales as they play an important role in determining the outcome of the event. This thesis could be benchmarked for other similar events in the future in similar cities as Porvoo.

1.4 Structure of the thesis

This thesis consists of eight chapters, and starts with introducing the topic, defining events and phases of event organization as well as the objective of the research. The commissioner event, Porvoo Design Camp, is introduced in the second chapter. Third chapter looks into the current trends of the event industry. The theoretical framework used for the research is introduced including Characteristics of a Special event as well as 6P's of Event Marketing. The following chapter explains the methodological approach used in this research. It explains how the research has been conducted as well as looks into considerations in terms of validity and reliability. The sixth chapter explains the results of the research through the interviews with the attendees and companies. Finally, the conclusion and discussion summarise and suggest development ideas of Porvoo Design Camp. Last, the chapter eight the writers reflect on the thesis process and on their learning.

2 Porvoo Design Camp

This chapter introduces the Porvoo Design Camp as well the commissioner, Haaga-Helia University of Applied Sciences. The city of Porvoo is relatively small with only 50 000 inhabitants but since it is the second oldest town in Finland, it has a rich history in both politics and, arts and culture. As it is located close to Helsinki, the capital of Finland, it makes an attractive city to hold events which are easy to access. There are not so many big events happening in Porvoo and its surroundings throughout the year apart from the Christmas markets in December. Part of Porvoo's key strategies is to bring more "city" into the town through action, culture, and events (Porvoo Kaupunkistrategia 2020). Porvoo Campus is one of Haaga-Helia's campuses located close to Taidetehdas making it an attractive venue in Porvoo. Events can be executed in cooperation with students in different degree programmes as their semester projects. (Haaga-Helia 2020)

Porvoo Design Camp is a lifestyle event introducing design, fashion, culture, and food to its visitors. On the 16th of November 2019, the six-hour event had different workshops, speakers, exhibitors as well as a fashion show. The main theme of the event is "Luova 2019" [creative] and the event is free of charge for visitors. (Porvoo Design Camp 2019a) Itäväylä, a newspaper from East Uusimaa describes Porvoo Design Camp as Porvoo's design Slush and being a great alternative for the busy Christmas markets in Porvoo (Itäväylä 2019). A similar event was organised at the same venue, Porvoo Campus, in 2016 with a name Porvoo Design Market, however, now focusing even more to local the entrepreneurs and the sustainability in the interior design.

The goal of Porvoo Design Camp is to provide the attendees with an opportunity to get acquainted with local brands and at the same time giving them a Saturday afternoon with refreshing activities and interior design inspiration in a relaxing atmosphere. The aim is to give a stage to the small entrepreneurs who are not well known in Porvoo. At the event, the entrepreneurs have an opportunity to meet not only Porvoo residents but also network with other companies from the same area. The entrepreneurs have a lot to give to the students from an entrepreneurial perspective. For the student organizers the event gives a hands-on experience and the possibility to develop their professional skills. Porvoo Design Camp gives Haaga-Helia a chance to promote themselves in the community and the campus as an ideal venue. The goal of Porvoo Design Camp is to attract 800 attendees.

The set-up at the venue has been built with many seats so people can enjoy as much time as they want at the event, furthermore, the idea behind the design of the venue aims to bring nature closer to the attendees. Many of the ornaments are recycled or can be used

again, and some of the products have been borrowed to minimize the waste. The plants used at Porvoo Design Camp are a donation from a plant shop, which they cannot sell any longer and are given a new life at the event. The sustainability of Porvoo Design Camp shows also in the marketing, décor, workshops as well as in the values of the partners. The flyers, as well as posters, are made from recyclable paper and the organisers wish that they would be recycled again at home. One of the workshops is in cooperation with Rosk'n'Rollin which is specialised in sustainability and recycling. The attendees will be given advice on recycling as well as a race on how to recycle. There are also many companies attending who support ecological design, second hand and recycled materials in their products. (Porvoo Design Camp 2019b)

Porvoo Design Camp is organised by the Visual Marketing students of Haaga-Helia Porvoo and it is part of their semester project during autumn 2019. The idea itself came from the small companies of Porvoo and the planning started already in spring 2019. A few of the companies have also been a part of the planning, marketing and execution of the event and the aim has been to get companies who fit the themes of Porvoo Design Camp. Before Porvoo Design Camp there has not been any lifestyle events in Porvoo which would bring this many local entrepreneurs together. The main goal is to make the local design well known. (Porvoo Design Camp 2019c) The thesis has a significant impact on Porvoo Design Camp as it is planned to be organised again in the autumn 2020 and this thesis can be benchmarked the creation starts again.

3 Current trends in the events industry

Messukeskus, Expo and Convention Centre in Helsinki has interviewed 14 event marketing professionals to gain insights for their trend report for 2020. According to the review, only sharing information about events is not enough, more than that is needed to organize the event and attracting attendees. The event marketing should be part of the whole company's event marketing. (Messukeskus 2020) Closely connected to event trends there are more general all industry wide megatrends identified by Mikko Dufva, a leading specialist in foresight at Sitra. According to Dufva, megatrends will help in creating different developments, making visions for the future as well as in learning. It is highly important to focus on the tensions and uncertainties from the trends and finding opportunities from these, rather than to the trends. (Dufva 2020, 8.) It should be noted that these forecasts for the year 2020 were made before the novel COVID-19 outbreak and it is underlined some changes from the current situation are here to stay (Sirén 18 April 2020).

Coming to 2020 events should not be disconnected from the companies' strategic marketing and brand creation. People do not join events to get information and therefore the content of events plays a key role, the event should give the attendees value. The events where the content is not thought through will be left without attendees. (Messukeskus 2020) Here personalization plays a key role, and attendees will be able to get precisely what they are after. Personalization is likely to ensure the attendees that the event is well targeted and increase the value in their minds. One way to execute this is to create breakout sessions making attendees free to create their own timetable at the event. (Colston 2019) The trend connected the close to the topic of this thesis is goal orientation and through that measuring, if the set goals have been reached. The events should be measured at every point of the customer experience. The number of attendees or the profit from the event is not enough to measure the event but rather for example the attendees committing in the long term. Through consisted measuring the personalization of event marketing could also be improved further. (Messukeskus 2020)

Questions and even more solutions regarding sustainability and climate change divide people around the world, the gap between opinions has a steady growth (Dufva 2020, 15, 18). Sustainability is also a growing demand in events, and it should be noted in every phase of the event. In 2020 sustainability should be seen as one of the starting points when designing events, and in recent years also consumers will be demanding sustainability stronger. When considering sustainability, the event organizer should understand the environmental impacts of the event economically as well as socially. However, blaming others from non-environmentally friendly choices should not be the way to go, but rather

creating options and solutions. One way could be virtual concerts and meetings where flying for just one event would not be necessary anymore. (Mroue 2020) Closely connected to sustainability is safety, which is a responsibility for event organisers, including the safety of organizers, speakers as well as attendees (Colston 2019; Mroue 2020). Sustainability is not a new trend, but expectations towards it change with time, and attendees get more demanding. Sustainability demand in events varies in generations, the younger generations, Millennials and Gen Z tend to value sustainability and corporate social responsibility higher when choosing an event to support. (Leibowitz 2018)

The participants are not necessarily only following the event but also more included and consumers assume technology to be involved. Elements coming to events from the gaming industry are for example storytelling. Whereas digitalization is already part of everyone's life and more an expectation, it can also enable new opportunities and not all technology can be found in a usual home, which should be used to its full potential.

(Messukeskus 2020) For example, the city of Helsinki decided to turn May Day 2020 event to online as restrictions due to COVID-19 cancelled the physical event and the online event got features from the gaming world, from the popular Fortnite game (Helsinki Marketing 2020). The planning of events can also be done virtually where for example venue site visits can be executed with the help of virtual reality (Colston 2019). This is closely connected to the general megatrends where technology can be fused into almost everything. 2020 will be an era for also artificial information to be used more commonly, which will also set a question about cyber security. (Dufva 2020, 37-38.) Cyber security is linked to events especially in registration and high-status visitors or speakers whose information should be protected according to the laws (Colston 2019).

The event industry is experiencing a move towards more diverse and inclusive event planning. For example, language or food options suitable for more audience can be embraced. (Colston 2019) An event is always made for humans. Although digitalization increases, the human touch, and the need for this in events increases even faster. Interaction and encounters with people are gaining more importance in events and being a crucial part of the experience. Especially through digitalization when human encounters are decreasing, events play a key role in creating meaningful encounters. Furthermore, bringing experience and touching the attendees' feelings can be seen as a competitive advantage. The attendee is an active part of the event and it will be possible to also reach the attendees who are not physically at the event by planning digital experiences. (Messukeskus 2020; Venetian 2020) Staring screens through digital events might be tiring, which increases the opportunity for wellness and health exercises to take a step back from the technology during events (Venetian 2020).

4 Event Characteristics

An event can be evaluated from many standpoints to see whether it is successful or not. This chapter will give an introduction of the main theories used in the in following sub-chapters.

The success of an event is strongly connected to the objectives of the event and how those are met. In order to create a successful special event, the use of uniqueness, perishability, labour-intensiveness, fixed time- scales, intangibility, personal interaction, ambience, and ritual or ceremony are essential. (Parry & Shone 2019, 17-18.) These eight characteristics shown in Figure 2. were studied to identify the key characteristics of a special event.



Figure 2. Characteristics of special events. (Parry & Shone 2019)

As the aim is to evaluate the successful components of events, one of the key factors for the evaluation is marketing. The original concept of the 4Ps or the Marketing Mix was proposed by Edmund Gerard McCarthy in the 1960's. The author defined his theory as a conceptual framework for decision-making in marketing, which uses product, price, place (or distribution), and promotion as shown below in Figure 3. (Puusa, Reijonen, Juuti & Laukkanen 2012, 101; Suchen 2017)

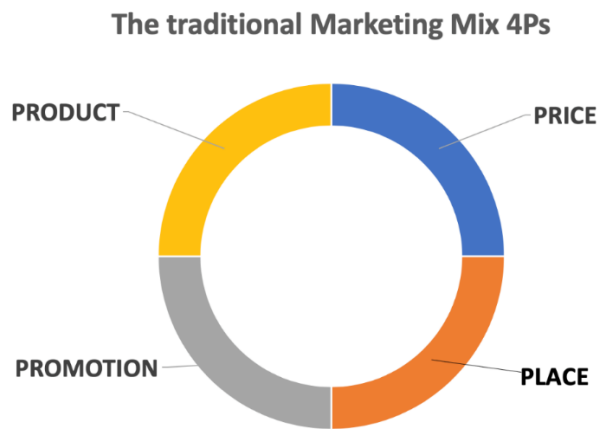


Figure 3. The traditional Marketing Mix - 4Ps. (Anon 2016)

However, in the late 70's the marketing industry realized that the original model was not sufficient anymore and that an updated version needed to be revised to accommodate on-going changes, service industry's growth. In 1981, Booms and Bitner added three new elements: Process, People and Physical Evidence to the traditional principles, having as a result an extended Marketing Mix with 7Ps. (Anon 2016; Puusa et al. 2012,101.)

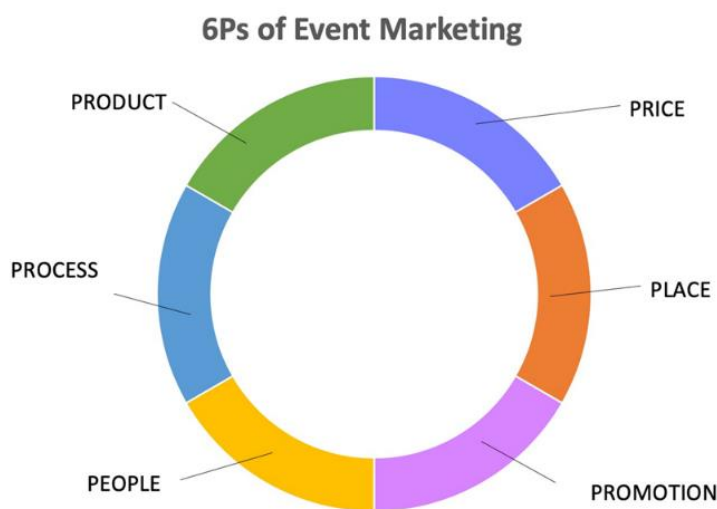


Figure 4. The six Ps of Event Marketing. (Adapted from Preston 2012)

One of the factors (Physical Evidence) from the 7Ps was not taken into consideration, leaving us with a marketing mix with only 6 Ps as illustrated in Figure 4. This model of six characteristics by Preston (2012) has a closer relation specifically to events. In the following sub-chapters, the above-mentioned theories are explained in depth.

4.1 From products to experiences

Customers purchase products to satisfy their needs or a certain problem they are facing, and for this trade to happen marketers should ensure that the product fulfils the customers' needs, also the psychological needs. It is highly important to recognize that here product does not only refer to physical product but also to intangible factors, such as services. (Puusa et al. 2012, 102.) Wilson et al. define services as intangible performances, activities, and processes and that even companies who mainly offer products usually also offer services. Not many products or services are only tangible or intangible, often they are a mixture of both determinants. (Wilson et al. 2016, 5-7.) Similarly, events should be looked more in depth what they mean to people. The extended event includes both tangible as well as intangible measures of the event. Preston states that organizers should look deeper into all the thoughts, feelings and expectations attendees might get from the event. Events are often complex which gives the event organiser an opportunity to achieve the participants' desires, but the importance of different components must be well thought through as part of the experience creation. (Preston 2012, 73.)

Experiences have a close relation to services and in creating them, therefore, the concept of experiences should be noted in events as well. There is an engagement needed from the customers or attendees' side, in order to create these experiences. (Reic 2016, 33-34.) Already in 1999, Pine and Gilmore came up with The Experience Economy theory also known as the 4Es or Four Realms. This theory is based on co-creation meaning if the customer is participating actively or passively as well as their level of immersion. This is shown below in Figure 5, where the horizontal axis indicates the guest participation and the vertical axis represents the connection the guest has to the experience. (Pine & Gilmore 1999, 29-31.)

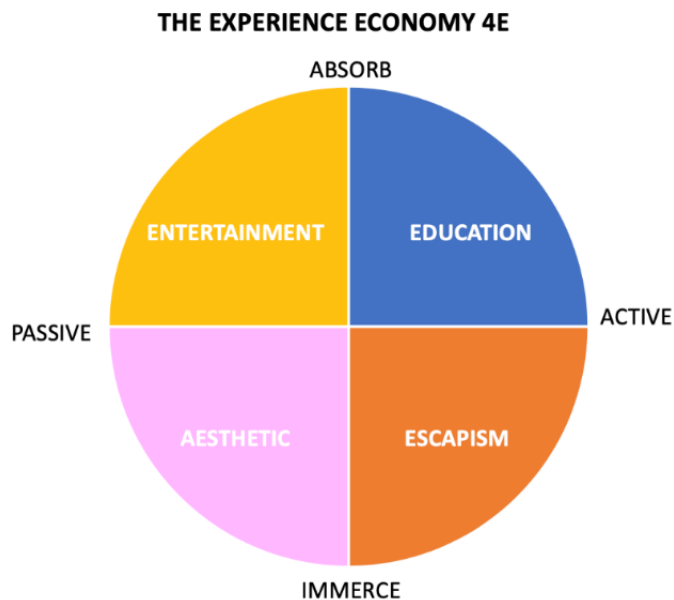


Figure 5. The Experience Economy 4E. (Adapted from Pine & Gilmore 1999, 30.)

Taking the 4Es to event industry as Figure 5. above shows, in Entertainment the attendee is passive, has no contact with the show. To illustrate, a music concert is an entertaining experience. Secondly, in Education experience, the participant is active as well as absorbing all the given information. Think of an insightful conference where attendees' interests are sparked. The third E, Aesthetic is when the guest is passive yet immersed in the experience. For instance, visiting an art gallery. The last E, Escapism happens when the subject is active as well as immerse in the event. An example of escapist experience can be a team-building game where they are solving a problem together. Emotional connection's role in experiences help on the creation of quality event as it also increases the participation towards them. (Reic 2016, 27-28.)

4.2 Personal Interaction

The person attending is part of creating the experience and event, which means the personal responses have an impact on the outcome of the experience (Parry & Shone 2019, 20; Wilson et al. 2016, 262-263). The importance for understanding the attendees and their responses in depth are therefore in a key role when creating and delivering a successful event (Parry & Shone 2019, 20). The feeling of belonging to something creates a need for events, enables events and also, attracts attendees to join for an event. A common interest or hobby is a good opportunity to bring people together and create a sense of belongingness. (Vallo 2019)

Looking at the service industry in general, the customer interactions and the service production go hand in hand and the consuming happens simultaneously, therefore, the customer is part of the service delivery and ultimately affects to their own experience (Robinson et al. 2010, 165; Wilson et al. 2016, 19). In events, the contact with the staff as well as the other participants affects the experience of an attendee. For example, a completely same event happening twice might differ in the outcome based on who is attending to it and a room which is well decorated might be a start of a party but it is not a success if there are no attendees. (Parry & Shone 2019, 20.) People in the event industry are all the workforce that has contact with the attendees, and positive contact with the staff is in a key role for the event to be successful. It is highly important to train the staff for the event to give the right experience. The staff must know the main goal of the event and how to communicate it properly for it to become successful in the attendees' minds. (Preston 2012, 84-85.) In general, in many service situations, the provider is the service, even if it might not be completely visual to the customer. It has been shown that even if the provider would have a small role in the overall service, they are still crucial for the organizations and often the customer sees the provider as the brand. (Wilson et al. 2016, 23, 238-239.)

Preston (2012) states

"People pay attention to people, are most likely to be helped or hindered by them and are geared to make judgements about an event by the people they encounter"
(Preston 2012, 85).

Preston emphasizes the importance of attracting the right kind of attendees to an event. This is because the attendees can also be the face of the event and if the right people are attending, they are creating the event and ultimately making it successful. (Preston 2012, 85.) Attendees are also part of the procedure and creating the atmosphere at the event. For example, a sports event is not only about watching the game for the participants but also enjoying the atmosphere with other participants, making people at the event part of expression from the whole experience, which can be both positive and negative. (Parry & Shone 2019, 20.)

4.3 Labour Considerations

Events run from many smaller systems and procedures for the event to be delivered to the participants successfully. Queuing and health and safety guidelines are examples of where staff is needed, but it is not only limited to these. The event will also need someone to build and manage these as well as communicate these to all stakeholders in prior the

event for the event to run smoothly on the day. (Robinson et al. 2010, 149; Parry & Shone 2019, 21.) Event marketers should aim to be as involved as they can in the processes, although the operation process tends to be a task for the operation management. This is recommended so that the event marketer will be able to deliver the best experience and to gain attendees who return again and again to the event. (Preston 2012, 84.)

During peak times of the event, the need for personnel must be well planned and organized as it might be difficult to improvise on the moment. Supervisors can predict the need for staff based on the number of people attending, types of services at the event as well as the experience and nature of the staff. Furthermore, the labour intensiveness is dependent based on the type of an event happening, usually the more unusual and unique the event is, the more personnel are needed for the event. The staff needs are also based on the objectives and aims of the event, and whether the event is following a well-known routine, such as a conference. (Parry & Shone 2019, 21.) If an event is over- or understaffed, it can leave a negative expression to the attendees which can afterward result to the organization's operations, services as well as to hiring personnel (Vallo & Häyrynen 2014, 29).

In order for the event to be well executed some of the services might also be outsourced, such as the catering of the event (Parry & Shone 2019, 21). Robinson et al. also bring out the need for outsourcing in events when there is a lack of trained personnel within organization. The reason behind this that most of the staffing needed in events is for a briefer period and on the other hand, intense during the period of employment. Therefore, many events use volunteers in their events and thus, the success of the event is laying also on the volunteers and different types of events will attract different volunteers. The event planner must think of the internal staff which are the current employees and volunteers as well as the external, outsourced staff. It is also essential to think of the quality and skills of the staff in relation to the event that will be organized. Therefore, a vast amount of the staff planning should be done early in the process of planning the whole event since volunteers need to be recruited and trained. (Robinson et al. 2010, 115-117.)

Slush is a two-day event focusing on start-ups and investors come together in Helsinki. It is one of the biggest events of its own field in Northern Europe. In 2018, Slush had 35 permanent full-time employees (Kauppalehti 2020). However, in 2017 the start-up event had 2400 volunteers working during the two days in Messukeskus. An event this size would not happen without its volunteers who are often students, and the gatherings and trainings for the volunteers start well before the actual event, but the main need is on the two event

days. These 2400 volunteers are further divided into more than 40 different teams with different responsibility areas. (Rehula 2 December 2017)

As the example of Slush shows, events require a vast amount of communication not only between the customers and the event planner but also between the staff making communication one of the vital parts of a successful event. This will take time and effort although the event concept would be familiar to the organizers (Parry & Shone 2019, 21). Communication is also a logistically important aspect of event operations and should be planned before the event. The way to communicate should be chosen based on the size of an event and amount of people working at it, since the message flow should be easy and possibly one message needs to reach multiple people at once. (Bladen et al. 2012, 101.) The communication should not only be planned in case of risks, but with thinking, it might be customers' first touch to the event (Preston 2012, 84).

Websites are often used as main communication and booking tools; therefore, the image of the website and communication used there will reflect on how much quality and trust the customer perceives. The aesthetics should gratify while go hand in hand with the theme of the event and functionality should be at its best while still portraying the necessary information for the possible attendees. Thus, it is necessary to put enough labour into the chosen communication channel as it might be affecting to the decision of attending. (Preston 2012, 84.)

4.4 Creating Ambience

Ambience, an intangible feature, is one of the most important characteristics for a successful event and one of the hardest to achieve, due to the number of variables that are out of the event managers control (Parry & Shone 2019, 19). One of the greatest influences on the success of the atmosphere of an event is those who are at work at a gathering-whether it is done as a cloakroom, a waitress, or a lifetime host. The event itself is a platform that allows the hosts to meet all the visitors. The staff needs to pay attention to details, to welcome properly the attendees, and to make them feel special. Training the staff is key in motivating them to host the event with energy that will be conveyed to the participants and to create ambience. (Vallo 2017) Having a theme for the event can also work in favor of developing a good atmosphere. Throughout the theme, the event gets deeper and it also creates a unifying feeling. (Vallo 2018a)

Although Parry and Shone consider feelings, atmosphere, and sounds as crucial intangible assets, for attendees to remember them they should be linked to something tangible at the event. For example, photographs and videos taken at the event or gifts received at the event will reinforce the idea of how good the event was and the tangible connection to the event. (Parry & Shone 2019, 18.) However, Kiuru suggests that to facilitate the creation of a good ambiance is important to get all 5 senses of the attendees involved (Kiuru 2018, 17). Vallo and Häyrynen also believe in the importance and strength of using all five senses during an event. Moreover, they consider the use of this technique is a way to gain a competitive advantage while leaving a deeper image into the minds of the attendees. (Vallo & Häyrynen 2014, 22.)

Sight is the main sense and one-quarter of brain activity is dedicated to it. Marketing tends to rely heavily on this sense due to its responsiveness to the environment. As stated by Jesper Clement research, up to 90% of purchase decisions are based on visual perceptions. (Clement in Kiuru 2018, 17.) Sound affects our subconscious too and mainly in four different ways: physiologically, psychologically, cognitively, and behaviourally. The essential thing to keep in mind regarding the relation of sound and sight is to maintain them lined up, avoiding contradictions that could affect the perception of the ambiance. Touch is greatly implanted in our everyday life; the exploration of the world starts by touching qualities such as temperature, textures, shapes, softness, sharpness and more. Touching could mean so many different things depending on the context, for example, professional sports teams, tend to communicate by touching and this is because it is the fastest and most accurate way to transmit information while reinforcing teamwork. Touch can also help to assimilate complex and abstract things, furthermore, it can be a great tool to build trust and increase reciprocity. (Kiuru 2018, 32, 44.)

Intangibility adds depth while providing unique, positive, and unforgettable experiences (Quinn 2013, 42). How can people remember events without having something tangible from them? Here is where smell becomes a key element. This sense has a close relation to memory, mood, and emotions way more than any other senses, the reason to it is because the smell has a shortcut to our limbic system, better known as the system, where memories and emotions are processed. The last sense to add intangibility to an event is taste. Nowadays with the ongoing trends related to food in the event industry, it is particularly important to understand what goes on regarding this sense. Like all the previous senses, the taste has a profound relation with survival. The estimation about how many tastes buds a human tongue has is about 2000 to 8000, imagine, how many sensations can an attendee have from just one bite? Another factor that could affect the perception of

taste according to several types of research is adding social cues. For instance, if the customer is eating with someone that they like or that they admire the food will probably taste better to them. (Kiuru 2018, 47-49.) Although Parry and Shone also agree on using the five senses to improve an event, there are other factors out of the organizer's control. For example, if the attendees have had a bad experience on the way to the event, they might be predisposed to have a bad night regardless of how well the event has been planned. (Parry & Shone 2019, 19.)

4.5 Perishability of events

Services, in general, cannot be stored or resold in comparison to products that can be taken back if the customer is not satisfied. Nevertheless, there are some services where it is possible to store the experience to some extent, for example a performance that can be captured and shown later. (Puusa et al. 2012, 130-131; Wilson et al. 2016, 19.) Parry and Shone define perishability as something that is only present in that moment. An event cannot be done precisely again in the exact same way, something will always be different although it would be the same event with the same concept. Therefore, understanding perishability and making it a competitive advantage is one of the key characteristics of creating a successful event. (Parry & Shone 2019, 18.)

In services usually, during peak times there is more demand and on the contrary during low season, less demand. Therefore, rescue tactics are might be needed when things are not functioning as significantly as typically. (Wilson et al. 2016, 20.) Perishability in events is also closely related to space management, meaning that a space or venue can only be used once at a time and when it is not in use it loses the possible revenue. It is a must for an event manager to carefully consider the needed services and facilities for an event. For example, personalized posters can become costly if they are made for each event and not using generalized materials to be used in similar events. (Parry & Shone 2019, 18.) This is also a matter of sustainable event management. Goldblatt states that years ago most things used in events were kept and not thrown out after single use. Industrial Revolution and new innovations brought mass production and non-renewable resources to events, however, currently sustainability is a major topic in events having multiple components but aiming on giving an even greater experience to the attendees. (Goldblatt 2012, 4.)

Events are usually time dependent as they only exist shortly, and concomitantly, this reflects to the activities held during the event. Hence, for an event to be successful it must interest and keep attendees active and entertained throughout the whole event. Parry and

Shone highlight that when designing the program having continuous activities with different lengths followed by several breaks to gain success comes important. Also, this is essential to keep attendees' attention and interest throughout the whole event and not only some parts of it. During the event, the time scale can be expanded or shortened based on demand, if there are more attendees than planned it is worth considering if the event could be expanded. This is something that needs to be looked at the event. (Parry & Shone 2019, 21.) Furthermore, if time management is not understood and managed correctly it might lead to capacity not being used outside of peak periods and on the other hand during peak periods capacity being too much to handle for staff and organizers. This is because events as well as the services or performances happening at them are impossible to store for later use. (Robinson et al. 2010, 165.)

The planning of an event needs to be scheduled from the beginning to the very end. Some events can take a very short time to plan, such as a launching ceremony, while others can take years to be organized, such as the Paris Exposition which took three years to plan. (Parry & Shone 2019, 21.) Using the concept of critical path method in event planning might help in this. It is based on the relationship between tasks, and it will have an impact on other less important tasks if certain more critical tasks are not finished on time. This concept makes a timeline which indicates how long the event planning should take from beginning until to the end. For example, applying alcohol licenses might take time and therefore need to be planned to start in the beginning to be able to receive them. (Robinson et al. 2010, 79.)

Considerations of timing must also be part of the planning process, busy as well as quiet seasons of the location, similar events going on and depending on the target customer whether holidays or during the week is better. Also, weather factors and the length of the event are crucial to make it successful and attractive to the audience. (Allen 2009, 58-59; CoffsCoast Events 2020) Preston underlines that an event planner should consider the time of the day and year, day of the week as well as any local or religious holidays when setting the timing for an event as these might come as an asset or as a liability for the event to be organized (Preston 2012, 71).

The current COVID-19 virus situation has a close relation to perishability and time scale of events. First some events had to change their locations as the virus was spreading in China and Asia in early 2020, however, if the location of an event is changed to another country, it might lose attendees or features from the firstly planned location. This can create losses for event organizers from venues or suppliers which have already been agreed before the virus was viral, and these costs will never be gotten back. (Solaris 2020) On

11th of March 2020 the World Health Organization announced COVID-19 a worldwide pandemic, and many events had to be cancelled or postponed as the virus was spreading from human to human (BBC 11 March 2020). On the 17th of March 2020, the Finnish government restricted any gatherings of more than 10 people making it impossible for the industry to continue for the time being (Strömberg 16 March 2020). At the time of this research the regulation for gatherings is supposed to change on 1st of June 2020 allowing gatherings for less than 50 people. Also, events for more than 500 people are restricted at least until 31st of July 2020. (Valtioneuvosto 2020) To see positivity in this, current situation sets an opportunity for the industry to be innovative and try new ways of virtual events before the virus has been tackled and possibly also for the future of new normal.

4.6 Rituals and Ceremonies

As an event marketer there are three main questions you need to be able to answer with your event. Firstly, defining the history of an event and making it matter. Although an event might not have a history yet, for example typically when it is held for the first time, it can still be made historical. This can be done by stating it is the first time for the event to be organized, and this way the event will have its continuance. Secondly, the value of the event is essential, how to communicate the message and the experience gotten from the event to the attendees. Last but not least, what makes the event different from its competitors. (Hoyle 2002, 12-13.)

Parry and Shone bring out the importance of rituals and ceremonies in the creation and making a special event memorable and even a part of history. There are two types of rituals and ceremonies that will make any event special. The first one has a close relationship with history or an old tradition that has been reinvented or adapted to better suit the occasion. The other alternative is to create a new event with its own rituals that will attract new customers. (Parry & Shone 2019, 19.) Many events with long histories stay popular because they develop with time and current trends (Parry & Shone 2019, 19; Vallo & Häyrynen 2014, 74). Additionally, it can be beneficial for an event to happen at a certain time for example every year so that the stakeholders start to connect events with certain timings and making that continuing historical factor (Vallo & Häyrynen 2014, 75). Richards et al. also underline that rituals can enhance attendees becoming connected to the event by returning to the event yearly as they feel part of the event and the ritual (Richards et al. 2015, 18).

Eurovision were organized for the first time in 1956 and whilst they are still following the same concept, they have evolved with time. The idea behind Eurovision was to unite Europe after World War II and since then it has grown to cover all European countries. Before 1973 countries were only allowed to participate with a song sang in their own language and until 70's live music was a must. Music and performing trends change with time and so had to Eurovision, although, the idea keeps the same over the years. Eurovision has grown from theatre shows to huge concert hall mega events by keeping up with time. (Gullichsen 9 April 2020)

4.7 Aiming for Uniqueness

A key to be unique brand is to set yourself apart from others and highlight all unique characteristics you have to offer and not to follow the industry norms. Kiuru highlights that once you recognize what everyone else in the industry is doing and have the courage to break these norms, you are likely to stand out and be unique. Besides these, for an event to be unique it should also have a well thought purpose to fulfil a need as a foundation, a role in the society. (Kiuru 2018, 81, 82, 84.) The ability to be curious, to observe different everyday life activities and how people interact encourages development of creating a unique and trendy concept for an event (Matthews 2016, 19).

Kiuru describes uniqueness with a statement from Coco Chanel, the founder of the famous fashion brand, in order to be exceptional and unique, there must be something different in you and what you are offering (Kiuru 2018, 82). Despite the fact that an event might occur several times, the variables will nearly always be different and therefore making the event unique each time (Bladen, Kennel, Abson & Wilde 2012, 3-8; Parry & Shone 2019, 17). For example, an annual festival, that has the same music genre and the same target group will be unique because the audience, the weather, surroundings etcetera will vary each year. It is important to implement this characteristic to avoid routine, however, at the same time keeping in mind that some categories of events have some key characteristics. (Parry & Shone 2019, 17.)

Matthews highlights creativity as a fundamental characteristic to have for the event industry and to achieve unique happenings. An event producer will have to face the challenge of doing even better than the previous year, coming up with a fresh new idea and incorporating it at all the service points. The amount of information, access to ideas and different opinions that people have at the tip-off of their fingers makes them raise their expectations. So, how can the producer find the spark to get people talking and happy with the

event they experienced. First, doing the research, analysing what the competitors are doing. How have they succeeded or failed? Continue learning by reading all different types of materials. Such as newspapers, magazines, novels, or blogs, even if they are not necessarily related to the event industry. (Matthews 2016, 55.)

An element that is usually taken for granted and not much originality is put in to is the venue (Capell 2013, 187). The venue is the face of the event on the day and its locations and surroundings can influence positively attendees' perceptions, emotions, and behaviours. However, some events are held at places that do not match the image or theme of the occasion. Sometimes an event marketer must compromise because an ideal venue might not be available, or it is over the budget. (Preston 2012, 75.) Focusing only on permanent settings because of their easy use of the infrastructure and the expertise of the in-house team could limit the creativity and opportunities. Capell recommends shifting the focus from these places into something temporary that will allow the creation of distinctive concepts. (Capell 2013, 187.) Venue, lighting and even restrooms have an impact on the overall experience and satisfaction of the attendee (Goldblatt 2010, 80).

Hermès, the French high fashion brand, has a good example of the use of temporary venues. Even though the brand has permanent stores all around the globe, they decided to have a unique occurrence in a pop-up. "Hermèsmatic" was a pop-up laundromat created to give renewal to the house's emblematic silk scarves. Every detail was well thought out to make the event go together with the Hermes brand and colours from the retro laundry to the orange washing machines, orange waiting seats, and Hermès washing powder. This refreshing store would offer their existing customers the possibility of giving their silk scarves a fresh new look by using a dip-dye washing technique free of charge. At the same time, they were selling scarves with the signature patterns from the vintage dip dye collection. One of the objectives for Hermès was to amaze existing as well as prospective clients by meeting the brand in a location which was not expected. (Medina 2017)

4.8 Promoting an event

In 1975, 90% of the Icelandic women took part in a strike that had as goal to achieve equal pay between women and man (Brewer 2015). Imagine if only 10% or 20% of the women would have attended. Would that have had the same impact? Would they have achieved their goal, equal pay? There is no event if no one shows up and therefore, having a great idea is not enough.

Regardless of the nature of an event, its success will strongly depend on promotion. Promotion refers to those actions which will lead the event to get exposure among the potential attendees. (Preston 2012, 76.) It is a key element to build awareness, intrigue, desire to participate, and a feeling that the investment of time and money will be worth and recompensated by the benefits of the event. The first step to create an adequate promotion strategy is to determine if the event is achievable, workable, and sustainable. (Hoyle 2002, 30-33.) These five questions shown in Figure 6. are a universal method that provides a clear image of the objective for the event. It would be very complicated to create and execute an idea without answering the 5Ws. These answers are basic information that needs to be gathered before the implementation and at the same time, they will become necessary for the evaluation phase. (Preston 2012, 67.)



Figure 6. The 5Ws. (Preston 2012)

The first question that needs to be answered is “Why?”. Very often, the element for encouraging attendance is missing in the event materials. The event marketer must work the message out and be able to convince the audience why to attend. The main characteristics to display or mention should be all the benefits and a good description of the overriding reasons. The message should appeal to the needs of the target group as well as the use of a personal approach. The second question to tackle is “Who?”. To whom is the promotion directed to? The message changes depending on who the audience is. For example, a training program will be targeted for people whose interests and academic expertise match the educational program, therefore the message could be formal and use terminology that the visitors are acquainted with. A product launch may be aimed at sales execu-

tives, influencers and press and the message could be less formal. If we consider how important is the timing for an event to have success it is not a surprise that the third question to overcome is “When?”. Deciding the timing and planning a strategy can be a challenge. Things like the target group schedule and patterns need to be considered. (Hoyle 2002, 34, 39; Preston 2012, 68-69; Robinson et al. 2010, 23.)

The location can drive sales and improve the overall ambiance of the event, therefore “Where?” is the fourth question. Think about this example, a launch of a new clothing brand for kids can do better if space has a place for strollers, even better if there are open spaces and games for the kids to play in while the moms look at the new products. Observe the unique features of the venue and capitalize on them, this might compel and attract attendees who might not be willing to attend otherwise. The last question to be worked on is “What?”. The purpose of the event should offer the opportunity to learn about a new idea, to analyze the future situation of a certain industry or the chance to be part of a concept. What is the event about? A networking occurrence is created because of the need for people to meet new friends or establish profitable business alliances. (Hoyle 2002, 40; Preston 2012, 7; Robinson et al. 2010, 23.)

Taking back the example of the women’s protest in Iceland. Forty-five years ago, the way of promoting a happening relied heavily on word of mouth, posters, and traditional mass media (Eventsforce 2020). However, nowadays the tools and strategies for communicating with customers have drifted away from these into social media also known as consumer-generated media (Eventsforce 2020; Mangold & Faulds 2009, 356). From the event planner’s point of view, there are a variety of reasons why the different social media platforms are a must in the promotional mix (Hoyle 2002, 53-56).

Starting with the ability to reach millions of people with just one click comes as a big reason to invest more time and effort in the digital platforms. Furthermore, the ability to target marketing efforts only to certain individuals. Making the message available only to those potential customers allows having a more individualized message that will appeal more to the target audience. (Hoyle 2002, 56; Nadaraja & Yazdanifard 2020, 4; Puusa et al. 2012, 119.) Another advantage is the immediacy to get the analytics of how well or bad is the strategy doing. This allows the marketer to evaluate and alter the message as many times as needed. All the statistics give valuable information about the customer as well. For instance, demographics, engagement, reach and opinions. (Hoyle 2002, 55.) Having the data analysis tool available helps avoid wrong targeting or message reducing costs in the long haul (Nadaraja & Yazdanifard 2020, 4). Besides this using online ad in the different platforms tends to be a cost-effective strategy and a more sustainable approach since it

eliminates the costs associated with printing and mailing (Goldblatt 2010, 361-362; Hoyle 2002, 54; Nadaraja & Yazdanifard 2020, 4). Lastly, following what the competitors are doing is another reason to be active on social media. It is likely that if something works for them, for example using Instagram, it also works for your event if your target group is the same, therefore you should contemplate using a similar approach while adding something to differentiate. (Wordstream 2020)

In the case of the customer, they tend to rely on these platforms because of the engagement. One-way promotion is not as convenient anymore, customers want to be able to discuss, share opinions and contact the sellers easily. The second advantage is convenience, customers can immediately access information, compare, and take part in any discussion with just one click from the cell phones. The last benefit is that nowadays the clients find social media as a more trustworthy source than other traditional media, this is mainly because they can reach easily other consumers and see what their opinions regarding the service or product are. (Mangold & Faulds 2009, 365.) Also, when organizing an event, Facebook can be used by the organizer for example by having the registration on an event there and at the same time, this will spread the word (Charlesworth 2015, 198-199; Goldblatt 2012, 240-242; OurSocialTimes 2020). Attendees can be asked to share content from the event on their channels to spread the word. Furthermore, social media can expand events' life cycles, where content from the event can be posted on social media, which can accumulate more attraction for the future. This applies to both organizer as well as attendee content, and especially attendee content is highly needed engagement. (Charlesworth 2015, 198-199.) A good way to gain engagement from attendees is by using hashtags in different platforms which can make the attendees to also network with other attendees. Hashtags can also extend to attendees who were not able to join the actual event. (OurSocialTimes 2020)

4.9 Aligning the name with the event concept

The name of the event is also part of creating the theme and it can strengthen the marketing value (Robinson et al. 2010, 23). The naming of an event is a very important step and a common mistake done, is choosing the name, and then working on everything else. The recommendation is to select the name when the rest of the planning process is advanced, when the goal is clear as well as what would the event include. By selecting the name later on the process, the name no longer matching the goal would not be a problem. The selection of the correct name will encourage customer recognition, loyalty, and easier marketing, especially on online platforms. (EventMB Studio Team 2018)



Figure 7. How to select a name. (Adapted from EventMB Studio Team 2018)

Figure 7 above summarises effective ways to select a name that fits to both the event's goals and is aligned with the overall vision (EventMB Studio Team 2018). Being different and trying to stand out is a starting point to make the event unforgettable in comparison to the competitors. There is nothing wrong with observing and learning from what the competitors are doing, but having a differentiation, a new point of view or a new story behind the name will make the event memorable. (Event MB Studio Team 2018; Watkins 2014, 19.) Reviewing initials and abbreviations is one factor that tends to be easily forgotten, meaning that revising that the initials do not have a bad connotation and as well making sure there are no possible nicknames that could damage the reputation of the event (Event MB Studio Team 2018).

By using a short and edgy approach, it will be easier for the customers to recall the name, also for marketing purposes such as signage. Shorter creative names are also less hard to forget for the audience. (EventMB Studio Team 2018; Watkins 2014, 19.) Some venues or sponsor companies might require the incorporation of their brand or the location in the name. With using a dictionary, it is possible to expand the vocabulary, find synonyms and different adjectives to describe your event, which might not come into mind without. Furthermore, working closely with a project can become at times short-sighted. Asking other people's opinions will allow getting different perceptions and points of view making impartial information a way of developing new inspiration and evolving ideas. Also, it is crucial to get the message across the customers and understand what is it that they want. Be sure that the originality and the thoughts outside the box are still linked with the main message. In addition to this, getting information regarding URLs, social media platforms and

legal rights availability is important to avoid unpredicted surprises. (EventMB Studio Team 2018)

Another factor besides the name that affects the customer's perception and value of the event, and, therefore should be approached as a key strategic tool in the value proposition is the price (Kotler, Armstrong, Harris & Piercy 2013, 305). The first issue to assess before setting a price is knowing what the financial goal of the event is. Some events are created to make money, while others are created to break even while some are losing leaders which implies that the idea of losing money is fine if in the future this loss becomes a growth in other aspects. (Hoyle 2002, 13-14.) The price of an event should also consider the financial situation and the willingness of the target audience to pay (Hoyle 2002, 15; Preston 2012, 74) as well as how much the price actually means to them (Puusa et al. 2012, 107).

One of the biggest events in Finland gathering top executives from around the globe is Nordic Business Forum. It is held in Helsinki yearly and having big names talking about their businesses and success, also every year there is one main top speaker creating buzz around the event. For example, in 2013 Jack Welch and Jimmy Wales gave insights to the audience (Lehmusvirta 26 September 2013), in 2018 former president of the US, Barack Obama (Teittinen & Nalbantoglu 23 September 2018), and in 2019 actor and investor George Clooney (Kolehmainen 9 October 2019). Names like these create hype and positive promotion for the event, however, it shows in the ticket prices. Nordic Business Forum is a business conference and therefore, it can charge more as only a few attendees pay their tickets. (Okkonen 10 October 2019) Usually, the most expensive First-Class tickets which include a meeting and a picture with the main speaker are sold out already a year before the event. Even before the main speaker's name is published. (Tammilehto 21 June 2018)

5 Methodological approach

This chapter goes through the methodology of the research. It introduces the approach used and explains the interviews as well as analysis methods and process. It justifies the choice of methods and process and how these have been implemented. The chapter describes the sample and how the interviewees have been chosen and why. It aims to make the research as transparent as possible.

5.1 Qualitative Research

Qualitative research is used when the research aims to understand the occurrence deeper than quantitative research. When the occurrence is unknown, qualitative research is used as quantitative research focuses more on the numbers and words. In qualitative research the amount of cases is fewer than in quantitative because it does not allow so much generalization based on the results as quantitative. (Kananen & Gates 2011, 37-39.) Usually in qualitative research there is no hypothesis, meaning that the researcher does not have a prior expectation for example about the results of the research. The research does not aim to test something but rather finding something surprising. Therefore, qualitative research rather opens new research aspects for the future than strengthen something that is already known. (Saaranen-Kauppinen & Puusniekka 2006a) The features of qualitative research are embracing complexity and diversity, generating meaning through cooperation, emergent and processual, holistic, and contextualized and the researcher being as relevant and reflexive (Daymond & Holloway 2011, 7-8).

According to Kananen, it is nearly impossible to describe people's expressions and opinions with a quantitative research without any text. However, it is possible to use quantitative research to strengthen the result from a qualitative study. (Kananen 2015, 71.) Qualitative research's approach is rather broadly focused and process oriented. It happens mostly in a natural setting and works better when getting close to the data. The sampling can also grow and improve throughout the study. (Daymond & Holloway 2011, 13.)

Qualitative interviews are flexible as they embrace conversation rather than a single answer. The researcher can find out something more because they are not limited to a strict questionnaire to follow. Also, the interviewee can discover their views more in-depth as the choice of answers is unlimited. One of the strengths of interviewing is also embracing the interviewee to tell about their experiences with their own words, meaning they can highlight the meaningfulness precisely for themselves. (Daymon & Holloway 2011, 221.) Blumer adds to these benefits saving money and time. He also emphasizes the fact that

having a group discussion will allow or help create a deeper development due to the different points of view and life perspectives of the interviewees. (Blumer in Flick 2009, 196.)

Qualitative research also has weaknesses to criticize the research. One of them is the nature of it being too subjective, however, this possible to overcome with giving attention to the trustworthiness of the research and researcher. Another weakness is difficultness to replicate the research as the researcher is playing a key role in the research. Additionally, qualitative research faces issues in the generalization of the results directly. Lack of transparency can become an issue in qualitative research if the research does not include a description of the procedures used to do the research. (Daymond & Holloway 2011, 10-11.)

In this research qualitative research is used as the phenomenon is wanted to be understood deeper and the subject is relatively unknown. Also, there was no hypothesis before starting the research. It is important to understand how the interviewees feel, behave and what are their needs regarding events. As the research comprises only eleven interviewees, it is too small to conduct a quantitative research with the same sample. Additionally, it would be difficult to measure this phenomenon with a data that gives interviewees options and possibly something crucial could be left out and not noticed. Simply saying, in this case, words explain the characteristics of events better than numbers. The research happens in a normal setting making the interviewees feel comfortable with the researchers.

5.2 Data Collection

There are several methods for data collection that can be used for qualitative research, such as, observations, textual or visual analysis and interviews (group or individual). Nevertheless, the most used ones, tend to be interviews and focus groups. (Silverman 2000) Working with the right data collection technique will strengthen the validity and reliability of the findings. Finally, the use of these techniques will allow the researcher to obtain high quality and trustworthy results. (Harrell & Bradley 2009) The validity and reliability are discussed further on chapter 5.5.

A focus group is an interview with a group of people on a certain topic. The number of participants oscillates between six to eight people and the length of the interview is usually one hour to two hours. (Flick 2009, 196.) The size of the sample for a focus group must be contemplated since it plays an important role to get the best possible outcomes. Stewart and Shamdasani believe that it is better to over-recruit because the possibility of having two non-attendees is high. In the case of under-recruit, there is a high risk that the whole

session would need to be canceled or of having a dissatisfying discussion. These two authors agree with Flick in the optimal number of participants being six to eight people. However, they think that this method of collection can still work with as little participants as three and as many as fourteen. (Stewart & Shamdasani 1990, 44.)

A focus group is interactive and usually open for discussion which can lead to opinions to be changed. Another characteristic of this approach is the possibility to gather data quicker as there are many participants in the same setting, sharing their insights and joining the conversation. (Daymon & Holloway 2011, 242-243.) The main tasks for the moderator are to keep the group focused on the main topic while being non-directive and permitting the participants to explore the subject from as many points of view as they can. The end idea is to attempt to replicate a group of friends having a relaxed conversation. (Longhurst 2010, 105.)

There are three varieties of qualitative interviews: structured, semi-structured and unstructured. The structured ones have several precise questions in a certain order in which they are asked. There is very little opportunity to do follow-up questions that could promote more deep information. In consequence, this method is quick and easy to be done but the amount of information or the development is usually small. Oppositely, unstructured interviews have no questions or guidance. They start with an open question and the progress from there. The negative side of this type of discussion is the time required to get the desired information and can be tough to direct and participate in. (Gill Stewart, Treasure & Chadwick 2008)

Semi-structured interviews have a group of questions already predetermined that will allow the interviewer to follow and diverge from them if necessary (Britten 1999, 12). Daymon and Holloway remark that while following an interview guide and its areas of interest; semi-structured interviews are not limited to the questions as these vary based on the interviewee's answers. Having the interview guide makes it possible to find patterns and elaborate from there. (Daymon & Holloway 2011, 225.) The freedom of this strategy plays a big role for engagement and the creation of new information, that the participants might not have been previously thinking (Britten 1999, 13).

For the data collection of this thesis, two methods are used, one being the focus groups and the other one semi-structured interviews. At the beginning of the project, the only method planned to be used were the focus groups. However, due to the number of participants that could take part in and to the schedules of the entrepreneur's, a new method (semi-structured interviews) needed to be considered. At the end of the collection, the

number of focus groups done were two and three interviews. The interviews with the attendees aim also in getting conversation between the interviewees and from there possibly getting more in-depth answers as well as new ideas which would not necessarily be spotted in an individual interview. Semi-structured approach was chosen as it is a flexible method and again allows the interviewer ask specifying questions based on the answers. The reason behind focus group is that it gathers more interviewees in a same setting at the same time and as the event last six hours, the researchers argue that it allows to gather data quicker. The interviews are not starting when the event starts, allowing the interviewees to experience the event prior the interviews.

The questionnaires for the semi-structured interviews and focus groups are based on the theories Characteristics of Special Events by Parry and Shone (2019) and the 6Ps of Marketing by Preston (2012). As questions are open-ended the researchers did not leave out the possibility of other themes coming up in the interviews. The interviews were all recorded for their analysis.

5.3 Interviewees

This chapter explains how the interviewees were chosen and introduces the interviewees' profiles. All the interviewees were chosen at the event on the 16th of November and also interviewed there to gain in-depth opinions about Porvoo Design Camp. The researchers were present at the event and simply asking people who fit the target group to join for an interview. The interviews were held on the second floor of Porvoo Campus in a room that was slightly off the event's main areas. Also, coffee and some small snacks were served to attract people for the interviews and to make them feel more comfortable. The difficulty was to get people to join for the interview as the event lasted only six hours and not many people had planned to spend a lot of time at the event.

The interviews for the attendees were held in three rounds, the first one had two interviewees, the second one four and the third one three attendees. As the target group of the event is a young female, all the interviewees asked to join for the interview were females, which is a common variable. Most of the interviewees are also the same age. The first and second interview included altogether six interviewees in age 20 to 30 living in the East Uusimaa area. The third interview had two interviewees from Lahti visiting in Porvoo in age 20 to 30 and one interviewee from Porvoo in age 40 to 50. The interviews with the attendees lasted about 45 minutes and they were all recorded with the permission from the interviewees, this helped with the later analysis of the interviews. All the interviewees are also shown in table 1.

Interviewee number	Date of the interview	Age	Attendee / Entrepreneur	Group number
Interviewee 1.	16 November 2019	20-30	Attendee	1.
Interviewee 2.	16 November 2019	20-30	Attendee	1.
Interviewee 3.	16 November 2019	20-30	Attendee	2.
Interviewee 4.	16 November 2019	20-30	Attendee	2.
Interviewee 5.	16 November 2019	20-30	Attendee	2.
Interviewee 6.	16 November 2019	20-30	Attendee	2.
Interviewee 7.	16 November 2019	20-30	Attendee	3.
Interviewee 8.	16 November 2019	20-30	Attendee	3.
Interviewee 9.	16 November 2019	40-50	Attendee	3.
Interviewee 10.	4 December 2019	40-50	Entrepreneur	4.
Interviewee 11.	4 December 2019	40-50	Entrepreneur	5.

Table 1. Interviewees.

In addition to attendees, two entrepreneurs were interviewed who were exhibiting and had a workshop at Porvoo Design Camp. These interviews were done on the 4th of December 2019, two and a half weeks after the event. The first one was held at the entrepreneur's shop in Porvoo and another one at Porvoo Campus. Both interviews were recorded; however, the second interview's recording was corrupted and was not able to be played later. This interviewee is Interviewee 11. on the table 1. The interviewee was later contacted by email to confirm her opinions regarding on certain aspects that were used in the results chapter 6.

5.4 Analysis methods

In research, there are two main approaches, deductive and inductive. Deductive, also known as theory-based, works from the general view to the specific. Meaning that with this strategy the starting point is thinking about a theory of interest, then narrow it down into a specific hypothesis, continuing by simplifying more after field collections and at the very end comes the ability to test the hypotheses with the confirmation of the theories. (Trochim 2020) To work with this approach it is fundamental to do the pertinent research in which the new phenomenon or case will be explained. It is impossible to realize deductive reasoning if there is no previous research knowledge available on the phenomenon (Kananen 2016, 30). Contrarily, the induction reasoning goes from specific to general. The

researcher should start with an area that will permit the theory to come from the data. (Strauss & Corbin 1998, 12.) This indicates that the analyst must first collect all the observations, then work towards finding patterns and regularities to create generalizations or to produce theories. Then implement the formulation of possible hypotheses and finally the development of theories and conclusions. (Trochim 2020; Kananen & Gates 2011, 30.)



Figure 8. Direction of reasoning in induction and deduction. (Adapted form Kananen & Gates 2011, 30.)

As it is shown in Figure 8. the inductive approach is more open-ended and preparatory, especially at the start. In contrast, the deductive is narrow and focused on testing or confirming a hypothesis (Trochim 2020). In qualitative data analysis, both approaches inductive or deductive can be used separately or combined. When a researcher uses the deductive method, it is usually because they have a clear idea about the categories, they would like to use them during the coding process. Other reasons to use this analysis method might be because the author intends to use the qualitative data to examine an existing theory or to study the possibility of using the ideas of one author in another social context. (Daymon & Holloway 2011, 303.)

Thematic analysis is usually done with a starting point from the data by searching patterns from the transcript materials, however, a theory-based theming is also possible. When the data is organized by the themes, the things fitting to the theme should be taken from each interview for the analysis. Typically, when the research uses a thematic analysis, the results are justified in the forms of quotations. The citations should aim on giving proof that the researcher has actually had material from the interviews and the citates should be used as examples to demonstrate the theme-based categories. The theming can be conducted by coding. (Saaranen-Kauppinen & Puusniekka 2006c) When theme analyzing data, coding enables large amounts of information to be analyzed but also constructing the data and the occurrence. Using the coding technique allows to find patterns in the data and to categorize them. However, the coding method should only start when you have a clear image of the data as a whole. (Daymon & Holloway 2011, 306.)

This research uses a deductive approach because the collected data aims to examine the theories of Characteristics of Special Events by Parry and Shone (2019) and the 6Ps of Marketing by Preston (2012) in the context of Porvoo Design Camp. Also, because based on these theories there is a clear overview of the categories to be used later for the coding analysis. After the data collection was conducted all of interviews were transcribed by the authors for their later analysis. The analysis process started by getting an in-depth overview of the data. Followed by using the theme-based coding analysis in order to find patterns and to categorize all the information into themes. The coding started by printing all the transcriptions, followed by dividing the material into the eight themes presented in Chapter 6. This was done by underlining the themes with different colours in the transcriptions. Because the questionnaires are based on the above-mentioned theories the coding aimed to relate the data with the theory as well as with the most mentioned patterns in all the interviews. The quotations from the data collection justify the themes chosen as well as the results by giving proof what is said by the interviewees.

5.5 Reliability and Validity

This chapter defines the terms reliability and validity in qualitative research, it describes the strengths and weaknesses of qualitative research in regards of reliability and validity. In addition, this chapter goes through this research's and the authors' measure in reliability and validity.

Reliability means that if the research would be conducted again with the same questions, the findings would be similar and repeated. In qualitative research reliability as a concept is used less since the particular type of qualitative research. The research is difficult to repeat as the researcher is themselves part of the research, meaning that research can indeed be repeated, however, the results would be likely different with a different researcher. Often researchers' background as well as knowledge have an influence on the research results. The issue of reliability can be strengthened with auditing in detail the steps of the whole research process. (Daymon & Holloway 2011, 78-79.) Saaranen-Kauppinen and Puusniekka write that when analyzing, the researcher should aim to categorize the answers and contexts with reasonings. Taking a video or a recording may add the credibility of the results as the researcher does not only lay on notes and memory and someone who has not been in the interview setting can go back to the interview as well. Also, when the credibility of the research is considered, the researcher should think if the

topic and data collection method has affected the credibility of the results. Whether the interviewees have been able to tell their honest opinions or not. (Saaranen-Kauppinen & Puusniekka 2006b)

In qualitative research the concept of validity is used more than reliability. Validity means the measure the research conducted is measuring the phenomenon it is supposed to or intending to. (Daymon & Holloway 2011, 79; Saaranen-Kauppinen & Puusniekka 2006d) Validity is often divided into internal and external validity in qualitative research. Internal validity is measuring how the discoveries truthfully suggest on the participating individuals and the occurrence that is being researched. This could be embraced by showing results to the people who have been participating and making sure interpretation is correct. External validity is more about generalizing the findings, meaning that results are applicable to a larger extent. This might be difficult in qualitative research unless law-like generalities can be identified which is usually not the case in qualitative research. (Daymon & Holloway 2011, 79-80.) Internal validity refers to the research's credibility and external validity to the research's transferability. It can be difficult to reach high validity and reliability at the same time, as often if the research is repeated and the results end up being the same, the research does not measure what it is supposed to measure. (Kananen 2016, 343.)

This research can be considered reliable as the steps of the whole process have been introduced and explained thoroughly in the methodology chapter. If weaknesses would have found during the process of research, more interviews could have been added, however, the authors did not see a need for this, even after choosing the theories. Also, this research can be said to have high validity as the chapter analyzing the results uses direct quotations from the interviews, these are real words the interviewees have used and therefore it adds credibility to the research. The interviews were made anonymous and the interviewees were told that the organizers of Porvoo Design Camp are students and still in their learning process, and therefore, any feedback whether it is positive or negative is more than welcome to develop the event for the following years. Additionally, as the research has been analyzed with the inductive method, it strengthens the validity because the data collection has been conducted before choosing the theories.

6 Results

The interviews with the attendees were conducted on the event day, 16th of November 2019 and the interviews with the participating companies were done on 4th of December 2019. All of the interviews were face to face interviews and recorded for later analysis. The participant interviews were organised in a quiet and calm room without any rush at the venue. One of the company interviews was conducted at the company's premises and the other one at Porvoo Campus.

This chapter is divided into main nine themes that based on the theories discussed in Chapters 3 and 4, and that are the most important characteristics for the event and are the most significant patterns throughout the themed analysis. First themes are locality and sustainability, which were themes for the Porvoo Design Camp. Secondly, this chapter introduces the findings regarding workshops, personal touch and set-up at the venue. These are followed with a chapter discussing marketing and name as well as entrepreneur's insights in depth. Lastly, ideas and other events that came out in the interviews are presented.

6.1 Support your local

In the beginning, the interviewees were asked about their first impressions about Porvoo Design Camp in general. One of the subjects that came up in two of the interviews was the locality and appreciation towards it. This feature was clearly a unique aspect for the event, something the interviewees had not seen before in Porvoo. In the second interview, one of the interviewees also wanted to add how she is grateful for the local feeling at Porvoo Design Camp, and the fact that the event is not only about Finnish products but more focusing on the local aspect and production from Porvoo. The local aspect as a theme and the belongingness from it was mentioned in all of the attendee interviews. Interviewee 6 mentioned she appreciated the companies coming together to this same event at the same time.

“Personally, for me it was very interesting seeing that places from Porvoo are coming together here in the campus ...” – Interviewee 3.

“... And I truly appreciate this [local companies], it's like wow. ...” – Interviewee 6.

The same local aspect also came up later in the interviews as a motive to go to the event and feeling of being part of the community. This was almost seen as a duty by one of the interviewees as she lives in Porvoo, and she also highlighted that the atmosphere of the event was welcoming and made her feel comfortable by fitting in Porvoo Design Camp with other attendees and organizers.

“... When something happens like this and its somehow connected to you, you feel obligated to go ... So, it is was bigger and it was easier to come and not feel awkward because sometimes when you have small events it's like you don't blend in, you are like I don't know it is hard to explain but its wasn't awkward for me ...” – Interviewee 1.

When the subject of other similar events was brought up, the interviewees still thought that the local characteristic in Porvoo Design Camp gave it a sense of uniqueness and a feeling of connection. It also gave the perception of being something distinctive in Porvoo.

“... It [Mår Bra] didn't feel that close to heart because they had companies that were not located in Porvoo even though they had some this one feels a more unique.” - Interviewee 1.

Throughout the interviews, it was visible that the local characteristic had an impact on how the attendees connected to the event and how the feeling of being part of the community was developed.

6.2 Sustainability is the new black

Sustainability was one of the main themes and also goals of Porvoo Design Camp. However, only one respondent mentioned how she considered sustainability when asked about advantages of the event and motivations for attending. This was because the organizers had chosen sustainable companies for the event.

“I was happy... that they chose sustainable companies like not bad companies.” - Interviewee 1.

Although sustainability did not stand out as the main theme for the interviewees, it was still a visible subject throughout the interviews and something to be read in between the lines. When the interviewees were directly asked if they see sustainability as one of the key characteristics at Porvoo Design Camp, and they did find some elements of it. Nevertheless, some respondents were not sure how the sustainability was supposed to be shown at the event and one of the attendees mention that she received a map of the venue in the

entrance, which does not align with the sustainability theme. On the other hand, another interviewee stated that she did not see many papers used and thought the event had features of sustainability through design as well.

“Like if you say that yeah I can pick up somethings here but if you did not tell, I would not see it.” – Interviewee 5.

“I did not see many papers laying around, so I already didn’t think it was, like design and sustainability is a lot of times put together.” – Interviewee 3.

“Is it [sustainability] supposed to be shown? Or like the companies talking about it?” – Interviewee 7.

“You can somehow feel it [sustainability] in the materials the earrings you can somehow feel it in the atmosphere.” – Interviewee 9.

In the interviews the interviewees were asked, what do they relate to sustainability now in the event when they know more specifically that Porvoo Design Camp’s key character is indeed sustainability. Here multiple things came up, such as workshop themes and exhibiting entrepreneurs’ products, yet they specified they did not see it as one of the main themes of the event before it was mentioned in the interview. The sustainability was not visible in the marketing, in the interview two, only one out of four had seen sustainability in the materials before Porvoo Design Camp.

“Recycling workshop and some of the jewellery was made with some reuse materials. Like bag also made from tires. So, it can be related to sustainability or some eco stuff. But I did not see much.” – Interviewee 5.

6.3 Program at Porvoo Design Camp

As Porvoo Design Camp had workshops, speakers as well as different activities throughout the whole event, the interviewees were asked to share their thoughts about the programme. Also, they were asked more precise questions about the workshops they attended and general improvements or preferences. They were happy that the event had different workshops and speeches with different topics at different times. However, none of the interviewees specified that they had come to the event to see a specific part of the program.

The Vitamix workshop got only positive reviews from the visitors who visited to this specific workshop. They considered that even if the main purpose of it was to encourage them to buy the product, the lecturer managed to promote the product without making them feel pressured to go through to purchase and even giving them other options to work with. Alongside the attendees enjoyed how well the workshop was presented, that the interaction was fun and at the same time they were able to be part of it and learning something new.

“Even though she was like yeah this blender I work with it and here are my cooking books she was saying you can make this without the blender just put the kale... cauliflower you can put it and do the same I don’t know it was like really convincing even though she wasn’t selling anything it was like having a conversation and also we could have ice cream she made in like one minute I was like what? That was cool.” – Interviewee 2.

In two of the first interviews the interviewees mentioned the Rosk’n’Rollin workshop where attendees were able to compete with each other in the topic of recycling. It was well liked because attendees were able learn from it but also it had a greater impact to the society and future, and the topic was up to date. The attendees appreciated the fact that they were able to participate as well by comparing it to a lecture where paying attention is much more difficult.

“This garbage recycling thingy [Rosk’n’Rollin] it was good because it had a message ... it was quick ... and it was competitive cool. It was not boring because some of the lectures it is hard to stay concentrated.” – Interviewee 1.

“I am from Belgium and I put something [trash in the workshop] like I remember we put it in Belgium in the trash and then they said oh no! No, here in Finland you are allowed to put it to the metal trash. It was interesting. Like you can learn something of it.” – Interviewee 3.

The entrepreneur mentioned she was mostly working at her workshop and stand, so she did not have such a strong opinion about other workshops. However, she did have some insights and what she had heard from attendees during the day, for example she got several good comments regarding the discussion of Marjo Rantanen, lecture about atmosphere. She believed that the focus should be the speakers and the workshops rather than exhibitors selling their products even if attendees want to buy something small this opportunity is more about creating a relationship with possible customer and building more brand awareness.

“... they were good and there were some [workshops or speakers] that could do something else also. If we do something like that in the school point would not be just getting a lot of sellers there, get more of the speakers and workshops, but that is my opinion. Of course, they [attendees] usually want to buy something, so it is a good mix to have both.” - Interviewee 10.

6.4 Interaction with entrepreneurs, organizers and other attendees

The interviewees were asked how helpful and engaging they found the staff at the Porvoo Design Camp throughout the whole event. Some mentioned that they did not specifically meet the staff, and some said that the staff was helpful when needed. However, it was evident that there was a lack of deeper interactions with the staff that would have made attendees feel better oriented and having a closer connection to the whole event experience. Nonetheless, it was liked that the people working at the event were all wearing the same colors which helped recognizing the staff making the uniting colours important.

“We did not meet the staff. We didn’t really speak to them but they were all wearing orange and therefore it was easy to spot them in case we needed to.” – Interviewee 3.

One of the interviewees noted that people were getting a small gift upon arrival, which they did not receive first but later they did. Also, it was mentioned that the arrival first impression is important and that someone should be there welcoming the guests and guiding them right from the beginning of the event. It was considered important to get information about the event from the beginning.

“Maybe when we entered like we had to wait or had to ask our self for some information about what was going on, because of course we just came so we didn’t know. So maybe to put someone in front that can directly give information what is this about.” – Interviewee 7.

The entrepreneur was also asked if she found the staff helpful and how was the cooperation in general, before the event, during the event as well as after the event as this is a bit different perspective than for attendees. Overall, she was satisfied, however communication after the event could have been more than just a survey or the survey’s due date could have been longer.

“Really helpful, that was really good and all the cooperation was really good. Communication was good before and during the event. After the event, I only got the response survey email and I actually didn’t answer it because I was in such hurry ... I had no time to do it before the closing date so I didn’t have time for it.” – Interviewee 10.

The opinions regarding the exhibitors depended slightly on which area they were located in. At the cafeteria area, customers found the entrepreneurs were much more engaged and willing to explain about their brand and products. The interviewees enjoyed that the companies were also telling about their products rather than only aiming to sell them.

“It was nice in the vintage area when went there she was explaining, and it was nice to touch and try the products while she was telling and I still didn’t feel uncomfortable like I have to buy something it was still nice.” – Interviewee 2.

“... The other ones in the lobby they are like you are passing but they are not noticing you but, in the cafeteria, they are telling more about their products I don’t know why is that.” – Interviewee 2.

On the other hand, the companies situated in the main lobby area gave the perception to the customers that they were not involved or inclined to interact more with them. In some cases, the shortage of information about their products made them look unprofessional.

“I saw that many people they were leaving their stand alone for a while maybe for them the ones that were organizing, they could explain like this is really good opportunity not only you are advertising you can also sell, because some people were buying like stuff so maybe they were not concentrated but the other ones when they saw the other ones were selling maybe they become active in that one area.” – Interviewee 1.

The entrepreneur mentioned about other entrepreneurs that their interaction should stand out somehow differently from what it was now and possibly not focusing so much on the selling aspect. She suggested more interacting experiences with the audience.

“So, it [interaction] would be more important to be there and so off and of course you can sell something, but it is not the main purpose.” – Interviewee 10.

It was shown in the interviews that more engagement and personal touch is highly appreciated in a small and intimate event such as Porvoo Design Camp. Especially the entrepreneurs should focus more on the interaction with visitors.

6.5 Smart decisions on a Saturday afternoon

Overall, the decorations got many positive comments and attendees who had been at the venue prior to the event appreciated the usage of the space. Also, one of the interviewees mentioned decorations when she was asked about the first impressions of Porvoo Design Camp. She was also amazed by the workload the event staff had seen to make the decorations to build up the atmosphere at the venue. One of the most liked decorations by the attendees were the lighting and the flowers

"I liked the decorations. ... I like how they have like put so much effort into the decorations."
– Interviewee 4.

Concerning the set-up one major highlight was the new location of the cafeteria being in the main area where most of the entrepreneurs were located, the visitors found it to be a clever move and at the same time refreshing. As some of the interviewees had visited at the venue before they knew the restaurant is normally located elsewhere, and moving it gave more space for the actual event.

"Generally, for the perspective of space organisation it was really smart how they used the space, especially the first floor. Like how they used the cafeteria as well. And then moved the tables so people can freely move in that area so smart decision." – Interviewee 6.

On another hand, there were a couple of struggles that the interviewees found important to share. There was a few signage to alert the visitors as to where to go if they wanted to go see a certain speaker or activity which ended up being confusing and demotivating. Another comment about the lack of signage was that the attendee was not aware of the room of the photographs until she got the map, a big sign would have help her to find it easier. Besides this, in one of the workshops the microphone was not used properly. This affected negatively to the guests' experience as they could not hear from the back where they were seated.

"Where it was the interview there could be a poster or something saying interview 11:30 because we were wondering and we just went to sit somewhere like ok ... never mind but then they came to pick us up." – Interviewee 2.

It was mentioned in the interviewees that a general improvement could be that the tables would be set differently. Because the original set-up made it difficult to walk through them, it was chaos and insufficient organization. As for the fashion show some comments were

that it was not easy to see from every angle, so perhaps this being one of the main attractions could have a different location.

“For me it was nothing specific, for me it was like chaotic like I said when I walked in. The stands were not in row or anything. When you quickly turn around you are in another section so that was why it was chaotic for me. ...” – Interviewee 3.

The local entrepreneur also brought up that she was not completely satisfied how the space was organized and thought that the place she was positioned at did not allow her to get as much exposure as she would have wanted. She believed that at the main lobby there were more opportunities to contact possible customers as well as having meaningful interactions with them. One of the interviewees mention that the set up for the art pieces was not great, that it gave her the impression of a funeral. She would have appreciated if they would have placed them in a more visible spot.

“In the workshop area, it was a bad place for me to be. I think it should have been located in the centrum and people would have seen it. If there were 500 visitors, not 500 came and saw me. 100 saw me maybe. So, the place was really it was not good ... That is something should be worked on next time.” – Interviewee 10.

Regarding the venue itself, the comments were overall positive. The visitors believed that the venue was modern, that it fitted event well and being such an open space, it gave the feeling of cleanliness and spacious. Also, the facilities at the venue were mentioned as a benefit to the general experience. Another comment was about the venue being close to the art factory, the attendee believed that the theme of the event matched the whole block atmosphere.

“Porvoo Campus fits this because its spacious and you can see outside, and it is like a lot of glass, so it is easy to find places. In other campuses for example is like betoni box [concrete box] you can't see.” – Interviewee 2.

The interviewees were asked about the timing of Porvoo Design Camp. Most of them were happy that it was Saturday and in November and thought that it is good especially for non-student attendees. However, some mentioned it is a busy time with deadlines, so November is not the perfect time for it.

“Same opinion, it is good to have something sometimes on the weekends. When my husband comes here on weekends, he is asking what we should do in Porvoo and I am checking the events and there is nothing. Like nothing that would suit to everyone, so this is something.” – Interviewee 6.

The entrepreneur interviewed also liked the timing, however, as a small shop owner she mentioned maybe a public holiday would have been a better day for the event. This way maybe some smaller entrepreneurs could have been able to join too.

“Well we hoped it would have been the weekend of first November because it is the Pyhäinpäivä [All Saint’s Day]. So, we were hoping there because if I think of us shop owners, we would have our shops closed but it was so tight with the schedule but I think the timing it was really good because it is not Christmas time and it is not supposed to be. But maybe a few weeks earlier, I would still prefer that. And now when we did it with so many small companies that they don’t have anybody that comes for example if they have a shop.” – Interviewee 10.

6.6 Promotion, Promotion, Promotion

When the interviewees were asked how they found out about the event, there were a variety of responses. The attendees that were students found out about the event mainly through social media or because of the many posters around the campus. Two of them were following Porvoo Design Camp on Facebook and one on Instagram. One visitor mentioned that she saw an ad on screen at Taidetehdas. This gave her the impression that this was not only targeted or exclusively for students but people living in Porvoo in general. Other attendees got the suggestion from one shop in the Old Town Porvoo on the day of the event. While discussing how they came to know about the event, one suggestion was to place posters in Kevätkumpu student housing in order to target more exchange students also.

“I saw the ad in the screen they had in Taidetehdas and I thought it will actually be a big thing and not just some event, but it is like for everyone from Porvoo.” – Interviewee 1.

“We actually went to the old town of Porvoo we went inside a shop and a woman said to us about this and we thought ok, yeah, let’s give it a try, so we did not know anything.” – Interviewee 7.

There were several comments regarding the language used for the event promotion. Most of the attendees got the idea of why the main language was Swedish. Nevertheless, they wished that other languages such as English and Finnish were more visible in the different channels. Due to Swedish being the main language it was difficult for foreigners to understand what the event was about, even to know that they had other platforms available such as the website which might have affected to the amount of people participating.

“I liked that it had Swedish, but it could have Finnish text or at least English, I know its organized by the students that speak Swedish but still could have. I like btw that they are targeting Swedish people but not many people know it.” – Interviewee 1.

The interviewees were showed the poster of the event and they generally liked it. Many of the interviewees mentioned the colors from the poster connected to the actual event and it gave them the feeling of nature. However, some interviewees were expecting more from the student organizers as they are studying visual marketing. Also, it was suggested that the posters should include a QR code taking the people to more information on social media about the event.

“I was expecting that the colors I mean orange has been everywhere I was a little bit disappointed about the shirts like they are VIMA [visual marketing] students and the colors don't match at all.” – Interviewee 2.

“I think that it would be a good idea to have the QR so if people have no idea what it is they can scan it and get more info from Instagram or Facebook.” – Interviewee 7.

6.7 Camp, is it camping?

The interviewees had different perceptions of the name “Porvoo Design Camp” and especially, the younger visitors had a problem understanding the word “Camp” in context with the event. The confusion led some of the attendees thinking there was going to be design or work done by the students of Porvoo Campus where the event was held, not from the local entrepreneurs. Also, it was mentioned interviewees thought the event would last the whole weekend because of the word camp.

“I think it has the camp because it was on Saturday and also the name might not attract young people, we might be the only students. Also, the name doesn't tell much about the event it could be like Porvoo design.” – Interviewee 2.

Interviewee 9 and 10, believed that the name was clear, however, some specifications for the locality should have been visible in the name. It was visible during the interviews that the entrepreneur had a different perception of the name than most the attendees, however, the word design was clear for everyone in the name.

“But the design [Porvoo Design Camp] name ... everybody thinks that we mean design like design stuff. But design like design something together like a design camp.”
– Interviewee 10.

Many of the interview attendees mentioned that they would attend again next year if the companies would not all be the same and if the theme would be different. One also mentioned she would be curious to see the event even if it would be similar to this year. The interviewees also agreed that they would be more likely to come next year if there would be special discounts.

“I must mention that the website or the advertisement something said like special discounts or something and so far the only discount I have found was like Vitamix but with those in the lobby I didn’t saw.” – Interviewee 2.

The entrepreneur one mentioned that she would be interested in being part of creating the event in 2020 again. She stated that she would be keen on changing the theme to wellness and had already been in contact with a few entrepreneurs on the industry based in Porvoo. Also, the entrepreneur two mentioned that she would be interested in participating the event in 2020. However, she was not highly keen on the wellness theme as it is not so much related to her industry as she is more into the design. She did state that instead of wellness, wellbeing could be a better theme and word to use.

“Well I hope the theme will be different, I hope we are not doing the same, and I hope and the best would be that we have a group again next year and they would be the wellness people with the students planning this.” – Interviewee 10.

6.8 Entrepreneurs need help

The entrepreneur taking part in Porvoo Design Camp emphasized the entrepreneurs to be there with an aim to gain exposure within Porvoo residents. Also, getting out of her normal workspace was important for her and she highlighted that not all entrepreneurs taking part of the event even have their own physical shop.

The entrepreneur valued the event created on Facebook and thought it was a successful tool and generated higher exposure for the event than other platforms. However, the lack of involvement from the other entrepreneurs was reflected in the overall concurrence of the event in her opinion. She stated that she invited many people that are based in Porvoo but would have hoped other entrepreneurs to do that as well.

“... I invited all my Porvoo you know friends here and got like 100 followers. So, if everyone would do that. But you must give the information to the entrepreneurs that do this, you can like invite to this event. Because the event had pretty much and that’s why we had big hopes ...” – Interviewee 10.

The entrepreneur mentioned she was slightly disappointed as the goal was to achieve 800 attendees, but Porvoo Design Camp only attracted 500. She thought the entrepreneurs would have needed more help with marketing and materials in order for them to also attract more customers to the event.

“... I don’t think everybody did that marketing by themselves. One thing that I think was missing was that the marketing material that I told them that is really important to give them is give out to the entrepreneurs so they can put it out and everybody is not that good with some [social media] ... they need like help and material much more.” – Interviewee 10.

The entrepreneurs’ opinion about the participation of the other companies in the different social media platforms was not entirely positive. She perceived that the entrepreneurs did not put as much time as she did in the posts nor tried to generate engagement and new followers. Also, there was a lack of design, overall aesthetic and a lack of using the tags and hashtags in the posts that were made.

“I think if they would tag more the companies, they would then like repost them ... I am very visual then I would have like some frame so that everything would look really nice and bring design into this one also.” – Interviewee 10.

An idea for the improvement of the social media strategy was that the organizers should have ready material for the companies as well as a posting schedule. This would help the brand to have a more consistent look and get more participants to the event. Now the entrepreneur mentioned she did the materials for social media by herself. She also mentioned that the Instagram account for the event could have been better planned but understood that it is a large group of students working behind the event and it might have been a struggle.

“... The social media like package, this is to Facebook, this is to Instagram and this is your story pictures. Put them out and then you need these hashtags and this information. Very important nowadays.” – Interviewee 10.

Although the entrepreneur would have wished more guiding from the organizers side, she also stressed that possibly not all entrepreneurs would have been eager to join for workshops in prior the actual event.

“I know we had plans that the entrepreneurs would come and would plan and have some workshops ... But there was no time for this and one thing is that you can have workshops like these but actually do you get the people there or not ... when you mention a workshop about the plan, they do not show up I believe...” - Interviewee 10.

6.9 Borrowing ideas from other events

Concerning other similar events that the attendees had visited, one of the most mentioned during the interview one was Mår Bra and Restaurant Day. They thought that a good asset to add to the event would be wellness. Additionally, it was mentioned that another company, a local hairdresser, could match theme of wellness and design, and improve Porvoo Design Camp.

“Because “Mår Bra” was more about wellness this could be like also there is the Vitamix [workshop] but everything else is design so I would like add more wellness to this event.” – Interviewee 2.

In the interview two, the interviewees were asked if they had visited similar events. Events that came up were Habitare, International markets, handicrafts market as well as design week in Helsinki, however, the interviewees were not entirely sure what counts as similar event. The interviewees were then asked if there was something in these events that could be brought to Porvoo Design Camp.

“Something more interactive. Not interactive but something you come and see, and you stare at for five to ten minutes and it makes you think. Smart art. ... Something like that.” – Interviewee 6.

The interviewees were also asked what kind of events they usually attend to see if there could be something inspiring for Porvoo Design Camp to consider regarding the following years. Half of the interviewees mentioned cultural events connected to a certain geographical area such as Latin and Asian. Other themes that came up were related to food, arts, and beauty as well as events showcasing the process of creating something new step by step. Some of the interviewees also connected the events they usually go to with certain places, such as Paris, Turku, Helsinki, and Lahti.

“I have been in many Asian related events in Helsinki because I am interested in that. So, there is a few years ago I was in Japanese day and this year there was Asian day and there were different Asian cultures, like food and dancing and more. ... when I lived in Turku I went to the Kirja- and Ruokamessut [Book and Food Fair] almost every year I go to some fair. Depends of the year a little bit.” – Interviewee 4.

“There was one event in Lahti it was some design event from what the students have made it was really nice to take a look at how they do it just to see the process, they have this idea on paper evolves then they make a prototype I really like to see those things.” – Interviewee 7.

7 Conclusions and Recommendations

The research aims to identify the key features of Porvoo Design Camp. Understanding the motives and feelings of the attendees and companies taking part to the event is a vital part of the event creation as well as assessing the success of it. Also, one of the goals was to achieve development ideas for the future of Porvoo Design Camp which are discussed later in this chapter.

The theory framework discussed in the chapter 4 and the trends in chapter 3 were visible in Porvoo Design Camp's results, but there were also new insights to the topic. Many characteristics seen at the event have relation to one or multiple characteristics from the theory without ruling out one another. Some features play a bigger role in Porvoo Design Camp than other features, however it is important to have all of them present at the event to ensure a better outcome. Overall, it can be stated that Porvoo Design Camp was indeed a success, nevertheless, there were some goals that were not met and features that could be further developed. Although this research does not focus on measuring the event based on the attendance rate, it is important to mention that Porvoo Design Camp attracted 500 attendees and was unable to reach their goal of 800 visitors.

Porvoo Design Camp had several unique points, one of them being the local companies taking part to the event, which created a sense of belongingness to the community of Porvoo for the attendees. Another feature that was found unique is the venue, Porvoo Campus, itself, and the layout of the venue. Some of the attendees are acquainted with the venue, therefore, they enjoyed the new location of the café. Concerning the signage around the venue, the guests noticed that they were insufficient, causing problems as to where to find certain activities or confusion about what was next in the program. Closely related to the venue is ambiance, the implementation of four out of the five senses was visible at the event. The decorations and the fact that the staff was wearing bright colour shirts had a relation with the sense of sight. Some of the attendees had the possibility to use the senses of taste and touch in the different workshops. The sound was mentioned once as one attendee was not able to hear a speech due to a technical problem.

The personal interactions at this event were between three main stakeholders, the attendees, the entrepreneurs and the staff. The visitors were relatively happy with the interactions with the staff although something more personal was missing. The interactions that attendees had with the companies at the lobby were not engaging and were lacking information regarding their products as whereas the ones in the cafeteria provided a better experience for them. The entrepreneur mentioned that the other exhibitors could have

worked towards being more engaging. The relation between staff and exhibitors, was effective. However, after the event it was expected that the effective communication would have been kept. The attendee's interactions with each other were not mentioned directly but they appreciated the workshops where they were able to work with each other and the sense of being part of the experience was highly highlighted. (labour add if possible)

The workshops were highly liked at Porvoo Design Camp, the visitors appreciated the opportunity to be part of interactive activities, that were not only fun but also educational. The entrepreneur found the workshops good as well, as one of the objectives of the event was to increase the brand awareness of the companies. The activities from the program, managed to reach all the Four Realms because they had a combination of active and passive and different levels of immersion.

Considering that in November there are not that many activities in which the citizens of Porvoo can participate, the selection of the date was a good decision and allowed the event to stand out. Even though the main tool of promotion for the event was done via digital platforms, the attendees were gladly surprised to see the promotion around the city of Porvoo. Also, word of mouth played an important role to attract customers. The entrepreneur brought out that she would hope the other entrepreneurs would have worked more in their promotion efforts across the different social media platforms. The attendees that were students pointed out that since the event was created by students specialised in visual marketing, the posters could have been better executed. Also, they had read in some of the platforms regarding discounts but on the actual day of the event, they did not find many of them. Regarding the language, the observations emphasized that Swedish was part of Porvoo Design Camp identity however, the use of English alongside would have been appreciated since some of the customers were foreigners. The name of the event had several reactions, however, in general, there was confusion with the word Camp. The understanding that people had about this word had to do more with a long weekend of interactive activities or with the word "Campus" which lead them to think, that the designs at the event would have been mainly by students. Additionally, the perception from the entrepreneur regarding the name was clear, however, the results showed that attendees had a different perception.

Based on the results from the interviews and the theory several suggestions for future improvements and developments of Porvoo Design Camp are made. The summary of them can be observed below in Table 2.

Promotion
-Prepare aesthetic promotional materials and a calendar for the entrepreneurs
-Highlight the locality feature in the promotional materials
-Create a QR for the different promotional materials
Sustainability
-Make sustainability more visible at the event and in the promotional materials
-Create a QR code for the map of the venue and the program of the event
Entrepreneurs
-The entrepreneurs need to work towards being more engaging and cooperative towards the attendees.
- Having information about the products to answer questions from visitors
- Video of how products are made set-up of the stages of the production.
Staff
- Divide the students in teams to help the entrepreneurs
-Effective communication also after the event
The name of the event
-Use crowdsourcing or focus group to test the name
Interactivity
- Create more engaging activities
-Develop a contest in which the attendees share photos of their experience at the event
Timing
-Avoid seasons with many other events
- Keep the same timing , weekend

Table 2. Suggestions for Porvoo Design Camp

One of the first suggestions for Porvoo Design Camp is related to digital promotion and labor intensiveness. It would be a great advantage if the staff could prepare materials for the entrepreneurs to post as well as a calendar for them to know when to publish what. Part of handing these materials would be that the aesthetic of the posts would go hand in hand with the brand and the theme of the event. The entrepreneurs being local they could use their network to invite possible attendees, for example via the Facebook event. Another good strategy to help the entrepreneurs with the promotion could be to divide the students among the exhibitors so the communication is more effective and they can work with them all along the project solving doubts, reminding them to post and how to use the hashtags correctly. These groups of students and companies must get together before the event and go through the importance of being as active as possible with the marketing efforts and explaining to them that the team effort, in the end, it will be beneficial to increase their brand awareness. The student organizers should remember that the entrepreneurs are also key stakeholders, and the aim is to get them to participate yearly, therefore, the service offered to them is a highly important factor in organizing Porvoo Design Camp. Also, the effort in communication should not stop right after the event, it is necessary to have more than just a feedback survey.

Porvoo Design Camp is suggested that if discounts are mentioned in the promotion, this promise should be kept. Additionally, it would be advised to use English in the marketing while keeping Swedish as the main language. Many interviewees mentioned that there is not a whole lot of activities in Porvoo during the weekends, and during the time period when there is not much light making Porvoo Design Camp a tradition will bring joy and freshness to the town and its people. This could also be a unique aspect differentiating Porvoo Design Camp from other events.

For Porvoo Design Camp to gain more success, the entrepreneurs would need to work towards their interactions with the guests on the day of the event. Being engaging and cooperative is necessary as well as having as much information as possible about their products, so if the customers have questions they can easily be answered or guided. It is not necessary for all entrepreneurs to have a workshop; however, they could think of something that would involve the participants more. As the results showed, the attendees would be keen to see more about the process. A good approach for the exhibitors could be to have a video of how they make their products or even to have a set-up where people can see the different stages of the production.

Since the findings indicated that the name was not entirely clear, the recommendation will be to use crowdsourcing or focus groups to come up with a word or two that could be clearer in regard to the theme of the event. Because the locality was a highly appreciated feature of the event, creating promotion material that empathizes it could motivate more attendees to be part of this yearly event. Although the theme of the event will change every year the local characteristic and giving the companies a stage should remain constant. Closely connected to the local aspect, sustainability could be brought more visible. Many of the interviewees had not noticed sustainability being one of the key themes of the event, which may mean it is already thought of being a normal part of an event. To reduce even more the use of single use papers the implementation of a QR code so the visitors could scan it and get the chance to download the map of the venue as well as the program would be favorable. This scan could also be added to the posters so people could get more information about the event or go straight to follow the event on the different social media platforms.

Another option to make the event more interactive and engaging, could be to have a contest, the visitors could share pictures or stories in the social media platforms about their experience at the event and the best one could win a prize. For example, if the theme of Porvoo Design Camp would be wellness or wellbeing they could have options such as facials or haircuts. One possibility could also be a live yoga class, either as a prize or as a

workshop. This would possibly gain more exposure and attendance for the event in general. Wellness could be brought more to Porvoo Design Camp as some workshops and companies were related to that now. Besides wellness since attendees take part in cultural events and highly like them, foreign entrepreneurs based in Porvoo or East Uusimaa area could be added to the event as well while keeping the local aspect. This could be executed for example them bringing out the differences in Finnish and foreign design.

Considering the current situation of COVID-19 pandemic and after it being over or improved, people might be even more eager for human touch and therefore events in general. However, the trust for large audiences and public gatherings might take a while to get back to where it was before, making it "new normal". In this safety plays a key role alongside with the ongoing trend of digitalization.

Porvoo Design Camp is suggested to highlight the characteristics mentioned earlier in this chapter by making them rituals, but at the same time keeping up with current trends and changing the event yearly in order to keep it innovative and embracing the perishable nature of events.

8 Reflection

Considering that Event Management is the specialization of the authors, it was clear for the authors that the thesis topic would be somehow related to events, yet, the topic of event characteristics was somewhat unfamiliar to the writers before starting the thesis. Having the opportunity to learn about the theory regarding successful events and being able to use it while analysing Porvoo Design Camp has given confidence to use this knowledge and implement it for future events where we will be involved in. Both writers have been volunteering in major events such as Slush and working in smaller ones throughout their internships, thus having a small-scale event for the thesis was a good starting point for the careers ahead of us. Also, both writers have experience from the field of marketing events, therefore this chance for the topic was exciting for us. It was also an important factor to gain more knowledge of the event field in Finland as Natalia is originally from Mexico and most of Annika's experience is from abroad. We were happy that our thesis topic was an event that took place in Porvoo, since we have been studying there it was a pleasure to be able to help the community through our thesis and see the sense of belonging that the citizens of Porvoo have.

The event, Porvoo Design Camp, was already in the 16th of November 2019, where most of the data collection was also executed. Most of the writing took place in the spring of 2020, while one of the authors was still studying courses and one working. This set its challenges for the time management as we sometimes found ourselves having difficulties setting meetings together. In addition to this when the Coronavirus got to a pandemic state during the spring, we struggled slightly with the lack of motivation for time management and concentration as most of the country was under lockdown and libraries were unavailable. However, this was also a learning process to have remote meetings with the thesis supervisor as well as us together rather than meeting face to face.

The research was conducted with a qualitative method, which the authors had some experience of, however, not this extensive. We consider it was an important step to go through our interview guide with the thesis supervisor in prior the interviews, and we indeed did gain valuable material from these interviews. It was a surprise how long the interviews can take and how much effort it can take to keep the interviewees in the topic. We also struggled in the beginning finding interviewees at the event who would be willing to take part on the interviewees. Some found that they do not have enough time for it as they had only made plans to visit the event with a limited time set. Nevertheless, we were happy to be able to have three interviews with altogether nine attendees. It was insightful to notice the differences between the company interviews and attendee interviews and

their answers, which was an important part of the learning and the thesis. Unfortunately, one of the recordings from the company interviews were corrupted, and sadly, it happened to be the only interview which was recorded with only one device. This most definitely made us understand the importance of backup. Also, what comes to transcripts, it was rather time consuming but considered as an important part of the results analyzing. In the end we managed to have very good material from the interviews which further developed our skills in choosing the quotes that validate our analysis, not presenting all the quotations. After this thesis we are both confident in conducting qualitative interviews, both individual and group as well as planning them.

As mentioned in this thesis the event industry has faced major difficulties due to the Coronavirus outbreak and the situation has been changing constantly while the thesis process has been ongoing. Hence, this has been a valuable learning process for the future careers of the authors. Once the industry will open again the job market is likely to be extremely competitive, and this research could be seen as a competitive advantage favouring the authors. Additionally, how to create unique events that can differ from other events will also be a competence professionally when looking to the future. The authors are considering Master's degrees and therefore, the research skills gained here will be an advantage.

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Appendices

Appendix 1. Interview guide for attendee interviews

Interview with attendees at the event

Interviewers: Natalia Galindo Granados and Annika Rautavaara

Place and time:

Note

Not all specifying questions need to be asked. See what comes and take it from there. Try to get conversation between interviewees. Careful not telling too much about the event in the beginning to get honest answers. Try to make the interviewees feel as comfortable as you can.

Introduction

This is organized by the Haaga-Helia students so the aim for them is to learn to make the best experience. The aim is to promote the Porvoo entrepreneurs as well as design. This is the first time this event is organized so your opinions are very important and there are no right or wrong answers. There is coffee and cookies so feel free to have some.

Questions

1. What are your first impressions of Porvoo Design Camp? Why? Feel & smell what comes to mind?
2. Why did you decide to come to Porvoo Design Camp?
3. What were your expectations? (Why)
4. What is good /what did you enjoy (why)
5. what did you dislike/something that did not work? Improvements (why)
6. What did you attend? (see what they answer and then specify)
7. What did you think about the companies? & why & keynote speakers/workshops, what do you think about them, did you attend, (Marjo Rantanen & Jyrki Tsutsunen, why, how did you like the topics of the speakers)
8. Which companies/restaurants were familiar to you and which not?
9. Did you find anything new or unique? unexpected?
10. Have you visited any similar events? Where, (why was it fantastic, if they say so)
11. Is there something in that event to bring to Porvoo?
12. How would you describe the atmosphere of Porvoo Design Camp?
13. What about the timing of the event?
14. What did you think of the building ... facilities (puitteet), toilets
15. How helpful/knowledgeable did you find the staff? (related to people, touch)
16. Would you attend again this event next year?

17. Where did you find out about the event?
18. Did you receive any emails or flyers about the event?
19. Are you following Porvoo Design Camp in any of their social media platforms? (Facebook/Instagram) (If not, explain why? If yes, did you like their posts? Was there anything missing? Any suggestions for improvement?)
20. Did you know there is a web page about the event? Have you visited it? Did you like it?
21. What kind of events do you usually attend?
22. Sustainability maybe, do they mention it?
23. Anything to add?

In the end:

Thank the attendees and see if something still comes up. Offer coffee and cookies.

Appendix 2. Interview guide for company interviews

Interview with companies after the event

Interviewers: Natalia Galindo Granados and Annika Rautavaara

Place and time:

Note

Not all specifying questions need to be asked. See what comes and take it from there.

Questions

1. How do you think the set up was?
2. What would you wish more from the entrepreneurs?
3. How do you think the tables had their settings? (all exhibitors)
4. What was your main purpose to be there?
5. Did anyone come to you who knew you beforehand?
6. Has anyone come to you afterwards and said they met you /or found you there?
7. Do you feel that all 500 participants saw your stand?
8. What did you think of the other companies / workshops / speakers? – could workshops to be added?
9. How would you describe the atmosphere?
10. Have you been to many design events? (what could be taken from those to this event? Or event in general)
11. What would you improve in the marketing? (Do you think you got enough help with for example social media? Did you use your own material? Regarding next year – what do you think of social media package?)
12. What do you think the marketing in general? (Website, FB, Instagram)
13. Did you invite anyone to the event on FB? (Or did you promote the event somehow?)
14. Would you attend next year?
15. What would you suggest for next years theme? Wellness would be good for you?
16. Would you use the same name and design than for this year they had?
17. How was the networking with other companies? (any value from it?)
18. Anything tangible after the event or through the event?
19. What do you think about the timing of the event?
20. How helpful was the staff? (Before, during & after?)
21. Anything to add?

In the end:

Thank the entrepreneur and see if something still comes up.