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AMMATTIKORKEAKOULU

Uuden edellä

Concept for wellbeing events

Case: Laurea University of Applied Sciences

Hakala, Henna-Leena
Vistbacka, Sonja Karoliina

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Hakala, Henna-Leena & Vistbacka, Sonja Karoliina

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This thesis is a development project. It strives to create sustainable methods and a practical concept for wellbeing events. Our thesis aims to create guidelines and models for project teams to work with when creating an event.

This work does not include a research question, since it is a development project. The most important source of information we use are the feedback forms received from the events, the interviews we made during the event project and the students' project reports.

This thesis walks you through the development of a project by using tools such as customer experience, service design, event making processes and project management. With the help of these tools, we were able to create a functional wellbeing event concept that can help create and organize large projects. The concept includes main guidelines formed from theory, information gathered during the project and our own experiences.

Keywords: customer experience, service design, event process, project management, concept.

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Tämä opinnäytetyö on kehittämisprojekti. Se luo pysyviä metodeja ja toimivan konseptin hyvinvointitapahtumille. Opinnäytetyömme pyrkii luomaan ohjeita ja malleja, joita projektitiimit voivat hyödyntää luodessaan tapahtumaa Laurea-ammattikorkeakoulussa.

Tämä työ ei sisällä tutkimuskysymystä, sillä työ on kehittämishanke. Tärkeimmät käyttämämme tietolähteet olivat tapahtumissa saamamme palautteet, tapahtumaprojektin aikana tehdyt haastattelut sekä oppilaiden projektiraportit.

Tämä opinnäytetyö kertoo, kuinka projektia kehitetään käyttäen työkaluina asiakaskokemusta, palvelumuotoilua, tapahtumantekoprosessia sekä projektihallintaa. Näitä seikkoja hyödyntäen pystyimme luomaan käytännöllisen hyvinvointitapahtumakonseptin, joka auttaa luomaan sekä järjestelemään suuria projekteja. Konsepti sisältää tärkeimmät ohjeet, jotka ovat muodostuneet teoriasta, projektin aikana kerätystä tiedosta sekä omista kokemuksistamme.

Avainsanat: asiakaskokemus, palvelumuotoilu, tapahtumaprosessi, projektihallinta, konsepti.

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1 Introduction

1.1 Purpose and goal of the thesis

This thesis project is about creating new sustainable methods and a working concept for well-being events in Laurea University of Applied Sciences (UAS) by utilizing service design.

In 2012-2013 Laurea UAS, Otaniemi (Laurea Otaniemi) created a project named Active Life Events. This project was divided into several sub-projects. This thesis will create a concept for the whole project and explain how to manage these sub-projects. It will create guidelines for project teams and models for them to work with when creating an event.

This thesis will walk you through the development of the project, at first introducing the theory of service design, event making process and project management while using examples and then mirroring it to the project implementation.

The goal of this thesis is that it will be a working concept for future event projects.

1.2 Background of the thesis

Laurea Otaniemi and the city of Espoo were partners in the World Design Capital 2012 wellbeing theme. During the year Laurea Otaniemi held 28 events under the theme of welfare and also maintained the functioning of Tapiola welfare center. Almost 800 students were involved and divided into an organizing team, marketing and communication team and event teams. Organizing and marketing and communication teams consisted of business students, who made sure the project tasks, marketing, advertising and communication was done right. Healthcare students were situated into event teams to give their expertise and knowledge of wellbeing and healthcare to the project.

Laurea Otaniemi's World Design Capital 2012 -project played a significant role in regenerating the city of Espoo's welfare services. In Laurea Otaniemi the events were all made from scratch and all of them had different target audiences. These events played an important part in achieving the city of Espoo's goals for the design year 2012. After the design year 2012 citizens of Espoo started to see that design is the path for a new way of thinking and development in the future. (Design pääkaupunkivuosi on päättynyt, 2013)

1.2.1 World Design Capital 2012 and Active Life Events

Every other year the International Council of Societies of Industrial Design (icsid) chooses the World Design Capital amongst several applicants. In 2012 these cities were Helsinki, Espoo, Vantaa, Kauniainen and Lahti. Every city had its own theme for the year. Those themes were service design, wellbeing design, environment design and life design. The theme in Espoo was wellbeing design.

Laurea Otaniemi created the project Active Life Events based on the criteria of the World Design Capital (WDC) organization. Active Life Events was a part of the city of Espoo's wellbeing theme and its goals were to improve the knowledge of health among the citizens and get them to think about their wellbeing.

In Active Life Events -project the starting point for creating these events were the common challenges in everyday life for different target groups. For example for the elderly those challenges were things such as welfare, safety, active life and social environment.

World Design Capital organization's goal is to celebrate the merits of design by different themes. It wishes that the design year improves the social, cultural and economic life of the cities throughout the events that are held during the year. (World Design Capital, 2014)

The International Council of Societies of Industrial Design (icsid) is behind the WDC -project. The organization's goals are to wake the involved cities to realize, that they can use design as an effective tool for social, cultural, economic and environmental development. This yearlong project will also tell the world about the city's achievements in their given area and promote what they can do in that area of design to improve their cities. Another goal of icsid is to show the world what a WDC city can do throughout the year as an international example of how other cities can enhance their economic growth, innovation and quality of their citizens' lives. (World Design Capital, 2014)

For the city of Espoo Laurea Otaniemi UAS was a natural partner in this project since both have a long history of co-operation with one another. Laurea Otaniemi's aim is to practice projects in co-operation with real organizations. Active Life Events -project was a great opportunity for Otaniemi students because it gave the chance to be a part of a fairly grand development project and it was a chance of a lifetime to develop new ideas and implement them into action. It also helped students to develop new kinds of service design methods. This project gave students the possibility to develop themselves in their area of expertise and work together in groups that held students from different fields of studies. At the same time it was a great growing opportunity personally and professionally for many of them. Otaniemi

had the perfect mixture of business students and healthcare students who each brought their own expertise to the Active Life Events -project. This project also gave a great opportunity to learn how to cooperate with different areas of business.

1.3 Development project

This thesis is a development project, not a research per se. We will not have a research question, but based on the qualitative research method we will examine the methods we used when creating this project and develop them further. We will use service design as a tool when creating this event concept for Laurea UAS. We need to remember that developing the services is not the same thing as designing them. When developing something we usually investigate the numbers gotten from the service ergo money or the number of visitors. When designing services we use something called iteration, which means we investigate the feedback gotten from the event, play different possible service scenarios and plan the service act over and over again. (Miettinen 2011, 23, 64)

This iteration is basically qualitative research. The idea of qualitative research method is to understand our project's outcome through the feedback we have gotten from project leaders, mentors, students, customers and partners. In working life, it is customary to test theories in practice to see if they are working. This thesis is based on the Active Life Events 2012-2013 projects and it will create a concept for these kinds of events that can be used in the future. (Vilkka 2005, 22)

In quantitative research the results are in numerical form. In qualitative research, which is our way of approach, we study the used methods and this will help us understand the project's outcome and create a working concept for the future. In this method of research we are not trying to find the one and only truth about this project but we are doing interprets of things. (Vilkka 2005, 97-98)

Our goal is to create a model that could help with the creation of future events in Laurea Otaniemi. It is important to understand the difference between theory and a model. Theory forms laws where things will go the same way every time, but a model is a collection of theories that will explain why the theories works in certain scenarios. Our thesis is formed with models that will show a direction which is proven to work in these events. (Vilkka 2005, 24)

The validity of this thesis' outcome is strictly bound to context and situation. The outcome and the hypothesis' we will get from this project work is absolutely accurate for this project only. The outcome gives guidelines to projects similar to this, but they must always be interpreted from the current project's point of view. Our most important source when writing this

thesis is the feedback forms from the events, the interviews we made during the year and the student's project reports. When using qualitative research method the amount of numerical data, for example the quantity of feedback forms does no difference. We are not measuring quantity; we are researching the content of the materials we had for the project. In this kind of research method it is important to draw delimitations which will guide us to the right outcome. We will take the delimitations from the project and include them with the delimitations of this thesis to achieve the best scenario to draw the project's hypothesis. (Vilkka 2005, 98, 127, 129, 139)

1.3.1 Idea behind a service concept

A service concept is a paradigm of how the customer gains value of the service. When you add the needed information systems, tools, materials and inspired people into the service concept, you have created a service. Well done service concept serves customers, employees and owners. (Pitkänen 2006, 171)

Concept planning is a similar action as product planning, which helps in structuring multifaceted information in uncertain environments. Concept planning unites many points of view; user oriented planning, qualitative and quantitative research information, outlines, pictures and models. A concept doesn't define the service comprehensively, but it presents the main traits. With the help of a concept, the user needs are presented and made more understandable and the company's decision making is supported. A concept helps form scenarios, anticipate technological development and study the future. (Miettinen 2011, 107, 119)

For a working service concept you will need a set of working routines. A company that does not trust its capabilities is not likely to make it on the long run. To be successful in the field of service, you must have the culture of possibilities. It means that your employees have the sense of situation and attitude for services. They will also need freedom to do their work and they must be able to take responsibility. (Pitkänen 2006, 171)

There are two kinds of process models, predicted and the creative unpredicted. For example, predicted process is a good old fashioned payroll management. It is measured with quantity and you know what the end results are. The creative process produces something new and unpredicted. Its working methods are creative thinking and ability to work with a changing environment. These kinds of processes are for example problem solving and innovation processes. (Pitkänen 2006, 178)

These processes are measured in a different way than the "normal ones". Performance indicators will tell if the process makes a desired outcome. This should be measured through suc-

cess, not actual performance. Guidance, following, and analyzing indicators help understand and develop the process further. A common error in these process measuring ways is the measuring of mistakes. This indicator will kill creativity and the outcome of the process where creativity is the key to success. For a better process there are two indicators to be used: Process control will prevent mistakes and deflection and process breakthrough is where we are looking for a newer and a better change. (Pitkänen 2006, 180)

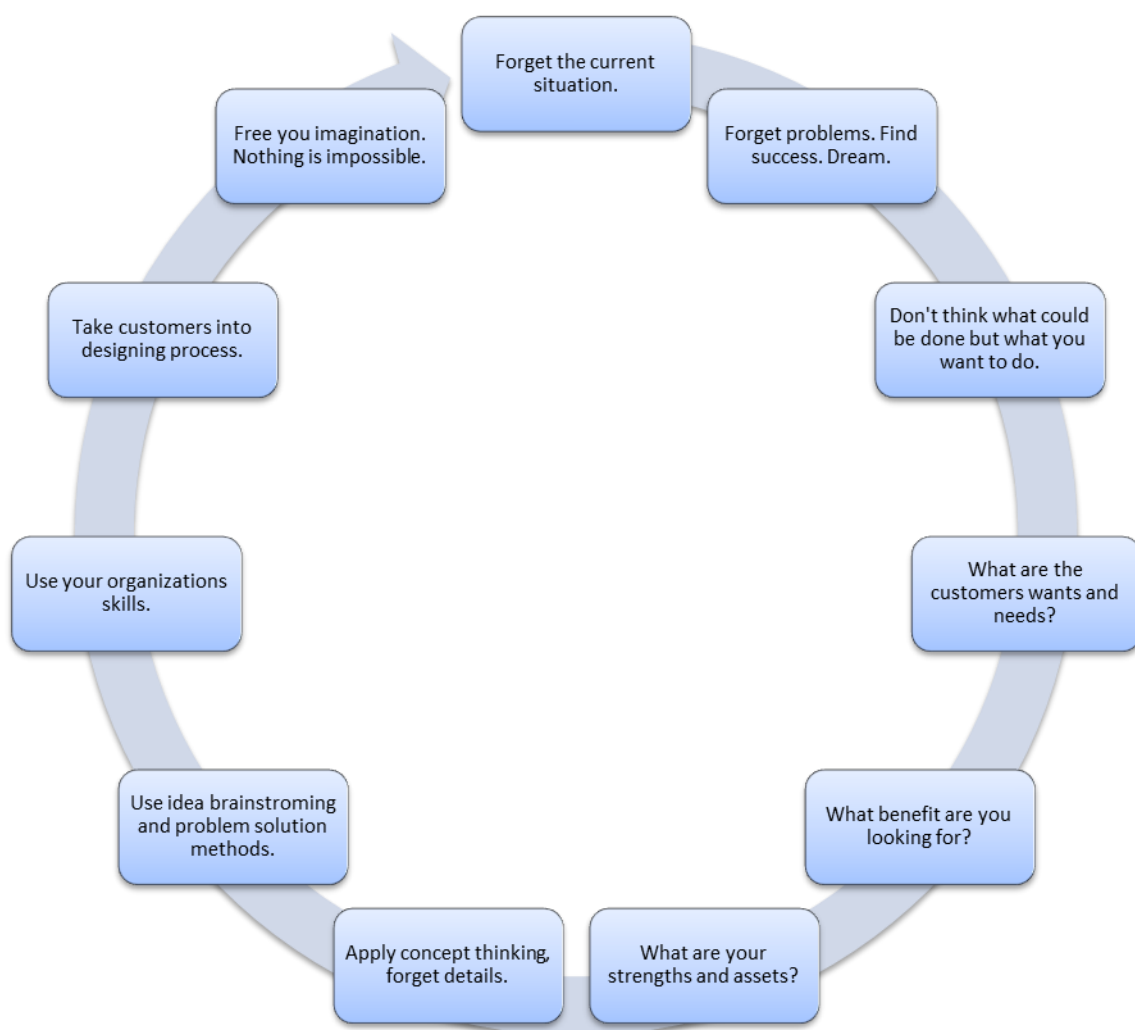


Figure 1. Methods on finding a creative solution, Pitkänen 2006

Since we chose events as a starting point for the project, first we needed to understand the customer. The customer experience is created through service design. Service designing is needed throughout the event making process. In order to the event making process to actually work, we need project management for managing the project as a whole. With these tools we are able to create a working wellbeing event concept. We used the methods on finding a creative solution (figure 1, Pitkänen 2006, 193), applying the needed parts in our creation of

a working event concept. Otherwise this is a good tool for starting any new project and trying to find the right way to do it.

2 Customer experience

Great customer servant aims for great customer experience. When a company has a brand that has not only loyal customers, but ones that advocate their product or services, they have managed to create a great customer experience.

The experience these organizations deliver to their customers, both direct and indirect interaction, will tell the customers more about the organization than all the advertising combined. This experience can be built through designing services from the customers' point of view. (Smith and Wheeler, xiv)

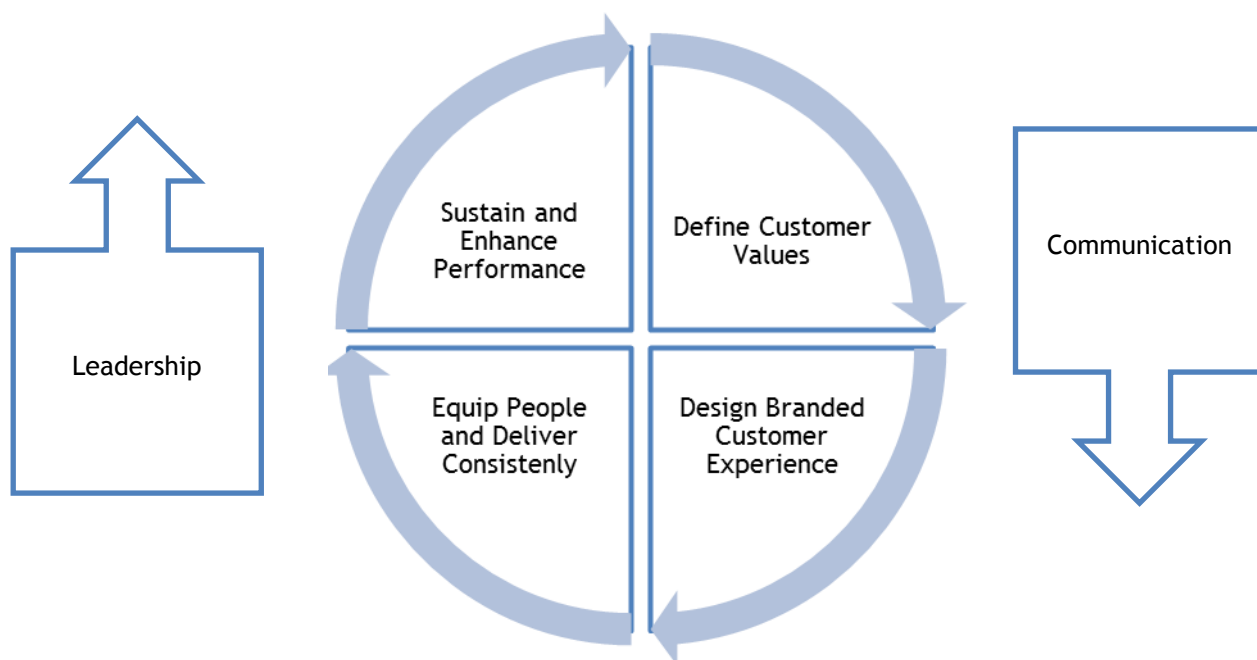


Figure 2. How to implement a Branded Customer Experience, Smith & Wheeler 2002

Good intentions for building customer loyalty through great computer systems or making expensive changes in the company can only take you so far, if the main intention is not to meet true customer needs. Customer loyalty needs to be designed or created. Smith and Wheeler introduce a four step way to build a branded customer experience (figure 2, Smith & Wheeler 2002, 44). When creating customer loyalty, the organization needs to be intentional, consistent, different and value creating. These steps are built and maintained with communication and leadership. (Smith & Wheeler 2002, 43)

Defining customer values helps identify the target customer segments, outlines their values and what drives them to buy and be loyal to the organization. Through this the organization is able to create a differentiating brand promise. (Smith & Wheeler 2002, 43)

Designing the branded customer experience develops a profound understanding of the customer's experience. In this part the organization designs critical touch points and employee behaviors so they are able to deliver the brand promise. This is also the step where the organization will create a change strategy to implement the new customer experience. (Smith & Wheeler 2002, 51-54)

Equip people and deliver consistently -part of the figure is managed especially through leadership. The organization will equip their employees with knowledge, skills and tools they need to deliver the brand promise to the customers at every encounter. The managers should be prepared so they are able to lead the delivery of the customer experience. The organizations can reinforce performance using leadership action and measurement. (Smith & Wheeler 2002, 60-63)

By using feedback from customers and employees the organization is able to maintain the path to the customer and be constantly able to enhance the customer experience. The organization can use for example HR systems, business metrics and business processes to update their knowledge about customer experience. This means constant communication about the progress and results of the branded customer experience project. (Smith and Wheeler, 43-44)

Leading the change is inevitable so the front line staff is up to date about the changes to improve customer experience. There is a leadership program made for the purpose of leading a brand. The staff will need product and process training in four different stages. First there is the launching of the brand, so everyone will know what the product or service is. The middle training is to maintain and update the knowledge about the service or brand and the customer service methods. Third and fourth ones are branded service and sales experience trainings. With these trainings the organization is able to give their staff the knowledge, skills and tools for creating great customer experience. (Smith and Wheeler, 106)

Customer experience can be divided into three parts; function, emotional and meaning. Function part means that the customer is easily able to use your service so it is available, seen, used and the service is efficient and versatile. Emotional customer experience is the customer's own experiences and feelings of your service. This means that the customer has thought your service as easy to use, it gives them pleasure and is interesting and has a pleasant atmosphere. The most important part, meaning -part in customer experience means, that the customer has gotten mental images and memories that touched them personally. This is the

highest level of customer experience and if the organization is able to achieve it, it has most likely gained a very loyal customer. (Tuulaniemi 2011, 74)

In order to achieve this level of customer satisfaction, also known as great customer experience, the organization needs to be able to design their customer experience with five planes from abstract considerations to more concrete ones (figure 3, Lockwood 2010, 252). (Lockwood 2010, 252)

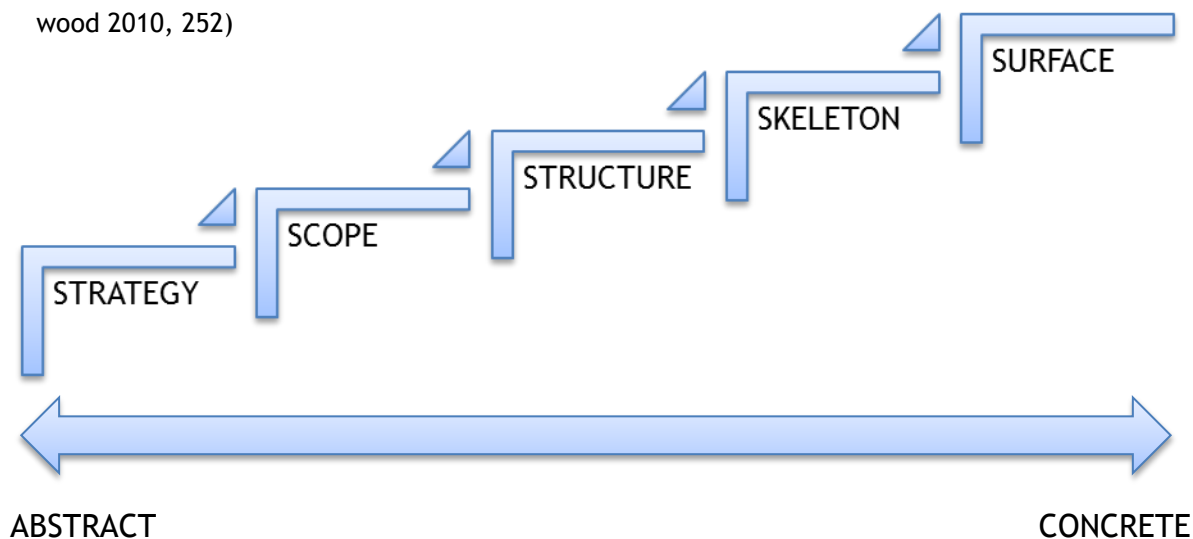


Figure 3. Creating great user experiences through a set of five planes from abstract to concrete, Lockwood 2010

Strategy is the foundation of customer experience. This part needs to fulfil the customers' expectations whilst keeping the business' objectives in mind. Keeping in mind the consumer needs and expectations you are able to build the essential foundation for customer loyalty. Scope is the set of features that your product will have. When defining a scope, we must remember the two aspects of it, functional specifications and content requirements. Functional specifications means the presentation of features included in your product, for example a guidebook on how to use your mobile phone. Content requirement describes the other information your product must be able to convey. For example, a mobile phone has to be able to read the customer's emails. Products scope is important since no matter how good your product or service is, if it does not service the clients' needs and expectations, he or she will not buy it. (Lockwood 2010, 252)

Structure of the product is when your product or service starts to take shape. This must be done in order to serve the customers so they are able to find the information on how their current problem will be solved. How well you manage to build the gate for information to the user is a vital element on maintaining customer loyalty. By understanding how the customer

perceives the product's information, you can make your product more accessible to the customers, who in turn are happier with your services. (Lockwood 2010, 253)

Skeleton means the deeper understanding of the product, and how your customer uses it. You need a deep understanding of the customer's behavior in order to design your product, so the content of it is easy and pleasant to use. For example, if a museum the customer is visiting has confusing signs he or she cannot understand and find their way around the museum easily, the customer is not likely to come again. (Lockwood 2010, 253)

Surface is always the thing that people start with when designing user experiences. It starts with investigating the actual product's or service's surface, how the client is actually seeing it. For example, sensory design includes picking a color or sound elements. In itself, it can have a powerful effect on user experience and customer loyalty, because the power of sensory design as stimuli to evoke human emotion is well known. Great sensory experiences are the ones we have to keep coming back to over and over again. (Lockwood 2010, 253)

To improve the customer experience the organization needs to make sure that the quality of their customer service is good. This happens with a simple guideline; notice the person as an individual. (Valvio 2010, 87-88)

A great customer servant

- Notices all the people in a different way
- Has the courage as a customer servant to do things distinctively
- Notices people's needs before them
- Tries to remember something personal of the other and take it into an account in a positive way (Valvio 2010, 88)

Customer service is always performing. A customer servant has to remember both verbal and non-verbal communication when interacting with the customers. Verbal performance can be practiced but it is the non-verbal performance that sets aside the great customer servants. A few things to remember with the non-verbal presentation when interacting with the customers are your movement, facial expressions, eye contact and voice delivery. A good customer servant knows how to treat each customer individually by adapting to their personality. (Valvio 2010, 88)

We will need the knowledge of how to create great customer experience when we start to investigate how the service design process starts. With a good understanding of the customer and their user experiences, we are able to design events that serve our customers in the best possible way.

3 Service design

In the past years, traditional service development has been moved aside to make room for service design, where users take part in the development process. Service design is a part of a broader phenomenon, where the focus of product development process has moved to designing new ideas based on creative work with clients. Service design reacts to new environments and needs. Users produce information that can with interpretation be used in designing services. Design is no longer limited by planning shapes, actions, materials, production and usage. Now it focuses on planning the interaction of people, products and technology. (Miettinen 2011, 21, 26)

Service design is a way of approaching the development of services; it's a way to improve the quality of the service. The improvements target both users and the producing company. Service design's approach is human-centered as it focuses on customer experience. Essentially, service design is multidisciplinary and versatile. Different tools and methods are exploited in service design. Observing, analyzing, instructing, motivating and testing for example the society, market situation, organizations, people, ideas and concepts. Service design can be either planning new services or developing already existing ones. With the help of service design, a service experience is created to the client, using his needs and hopes. The service producers' point of view is also taken into account when planning the service. This helps achieve the goal of a service entity that is desirable and usable from the client's point of view and efficient and recognizable from the producer's point of view. Service design reacts to new environments and needs. A designer must understand how the value, meaning and use of the service in different situations affect the user's everyday life. (Lockwood 2010, 161), (Miettinen 2011, 110), (Tuulaniemi 2011, 110), (Namahn, Design Vlaanderen, SPIDER)

Service design differs from traditional designing by offering a broader view of the design problem in a development process. Service design and design also differ as terms. A designer's work is called design, whereas service designer's work is a service, so it can be presumed that service design is doing, it's a process. Service design aims to improve and innovate services so that they are easy to use, they make better sense to users and people generally enjoy using them. Service design brings all the different providers from marketing to engineering together to make a good service. The differences between the product design process and the service design process are shown in figure 4 (Tuulaniemi 2011, 65). (Miettinen 2011, 26) (Tuulaniemi 2011, 64) (Service design network 2014)

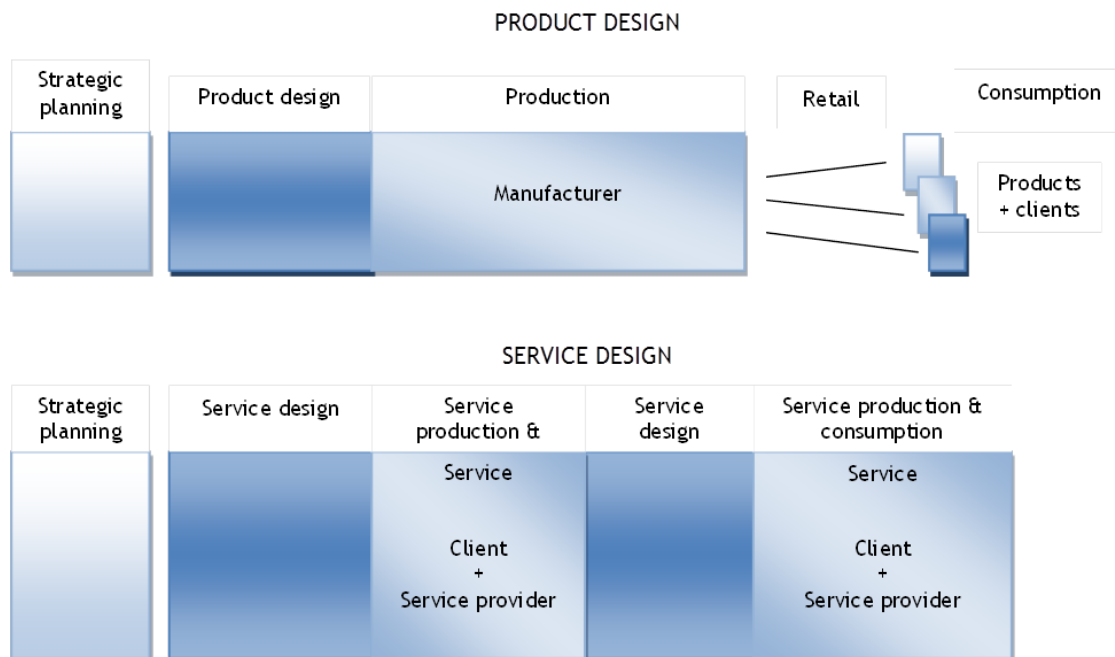


Figure 4. Comparison of product and service design, Tuulaniemi 2011

The service design process is a process that follows the principles of creative problem solving. Process means a chain of logically advancing and repetitive actions. Defining and presenting service design as a completely uniform process is not possible. It is impossible to present a process that fits in every service development and in every situation. Service design process is defined by process' characteristic traits and traits like design research and visualization used in different stages of the process. A general service design process is one way of perceiving the development model of the service. (Miettinen 2011, 35), (Tuulaniemi 2011, 126)

In the center of every service is a person, the user of the service ergo the client. A service does not exist if there is not a client present to consume it. Customer understanding means, that an organization must understand the reality, in which their customers live and act in. The process of service design starts by understanding the clients' needs, dreams and hopes. Understanding the client and gaining user information helps find new opportunities of commercialization. The research methods of designing are in a key role in the service design process. (Miettinen 2011, 61), (Tuulaniemi 2011, 71)



Figure 5. The general service design process, Tuulaniemi 2011

The general service design process consists of five parts as shown in figure 5 (Tuulaniemi 2011, 128).

- Defining: - What problem are we solving?
 - What are the aims of the planning process in the client's point of view?
 - Goal is to create understanding of the organization that produces the service.
- Research: - Building shared understanding of the development target, operational environment and user needs with interviews, conversations and client research.
- Planning: - Generating ideas that could be used as alternative solutions to the planning challenge and test the solutions with clients.
- Production: - Service concept is taken into market to be tested and developed by clients.
 - Planning the production of the service.
- Evaluation: - Evaluating the success of the development process. (Tuulaniemi 2011, 128)

The general service design process is one way to begin to understand the implementation process of a service. It aims to consider the whole process comprehensively. This design process was used early on when the Active Life Events -project had not even completely started and only a few people from Laurea Otaniemi and the city of Espoo were thinking of what we are trying to accomplish with this project. This service design process is a good template to work on, when ideas are flowing freely and it is yet unknown, what the project aims to accomplish and who the clientele will be. (Tuulaniemi 2011, 129)

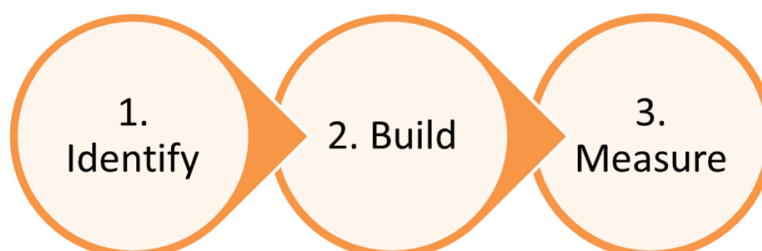


Figure 6. Service design process by the service design office Engine, Miettinen 2011

There are also other ways to describe the service design process. A service design office called Engine has come up with a three step service design process (figure 6, Miettinen 2011, 32-33) that goes as follows:

- The steps to recognize a client's needs and planning solutions are to understand the service environment, client's business and users.
- The implementation of planning options -step includes recognizing and creating the planning solution. It is done by co-planning, prototyping and visualization.

- Evaluation step means evaluating the service solution, comparing different solutions by using indicators. Strive to authenticate the profitability of the possible service and the value of planned services to the client. (Miettinen 2011, 32-33)

This service design process would be most useful in a situation, where there is only one service to consider and the outcome is to be profitable. For example, a video production company could find this process most accessible, because of the loose guidelines and a shorter time span from the identification stage to the end stages.

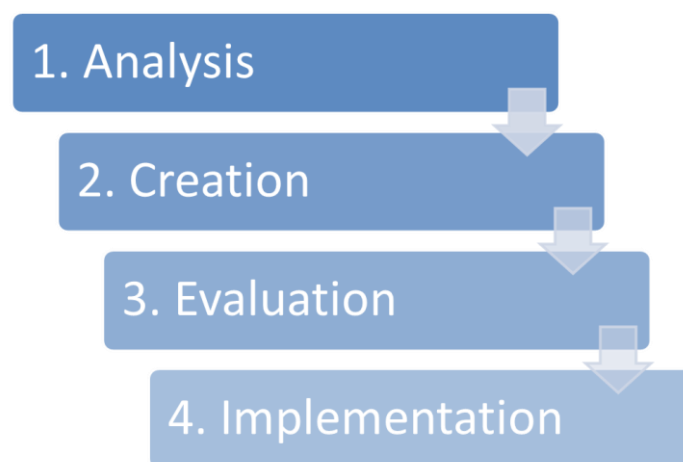


Figure 7. Design process by Mager, Miettinen 2011

The service design process by Mager (figure 7, Miettinen 2011, 33) has four steps:

- 1) The analysis of service solutions: Identifying user needs, experiences and factors that affect the service system.
- 2) Creating new solutions: Producing ideas and co-planning with users to make the best possible service solution.
- 3) Evaluation: Comparing different solutions to an already existing good strategy and making a client analysis which searches information about using the possible service.
- 4) Implementation: The tested service goes into practice. This step requires the knowledge of the processes used in the organization, training and possibly different IT-solutions. (Miettinen 2011, 33)

Mager's service design process is helpful when designing a service that in one way or another is already on the market. The process focuses on co-planning with users and comparing solutions to already existing ones so it helps build a service that can be better and more acceptable to users. For example, many companies have made GPS tracker watches that support elderly independent living, but with the help of users, it could have added use or simply the

outlook of the watch could be made more desirable. This process can also be used when planning events, like in Active Life Events -project. There is a large supply of events for different target groups, but with the help of service design processes, client's needs and wants are listened more in order to tailor the most wanted solution.

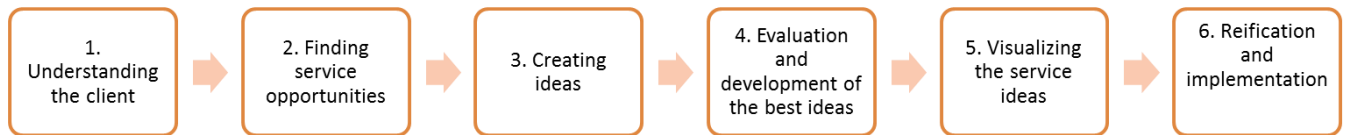


Figure 8. Service design process by Moriz, Miettinen 2011

In turn, Moriz defines a service design process (figure 8, Miettinen 2011, 33) that has six stages:

- 1) Understanding the client: Recognizing the client's wants and needs, which in turn helps to understand what the service should be doing in order to reach the wanted clients.
- 2) Finding service opportunities: Guiding the service process to the wanted direction.
- 3) Creating ideas: Producing innovative and relevant ideas for the service.
- 4) Evaluation and development of the best ideas: Selecting the most suitable and otherwise best solutions to develop further.
- 5) Visualizing the service ideas: Giving the team and stakeholders a clear view of the possibilities.
- 6) Reification and implementation: At the end of the process, the actual service idea is implemented. (Miettinen 2011, 33)

The service design process by Moriz can be used in, for example, tourism services where a travel agency wants to sell package tours, but needs to figure out what kind of tours have the most demand.

Design thinking is an important way of thinking for a service designer. Designers have the ability of empathy to others, notice things that other people don't notice and use this as a source of innovation. Design thinkers create new solutions that can improve already existing solutions dramatically. Organizations use design thinking as a way to improve innovative solutions and business models. Coming up with new ideas and sampling grabs the creativity of an organization and helps arouse different solutions for creating user value in a more inventive, tempting and tangible way than the best-crafted document. Design thinking is a creative process of anthropocentric planning that helps make new discoveries and observations. Design thinking enables the development of new desired, executable and usable services and planning solutions. Design thinking exploits creative working methods, which help produce altogether new solutions to design problems. (Miettinen 2011, 27), (Lockwood 2010, 39)

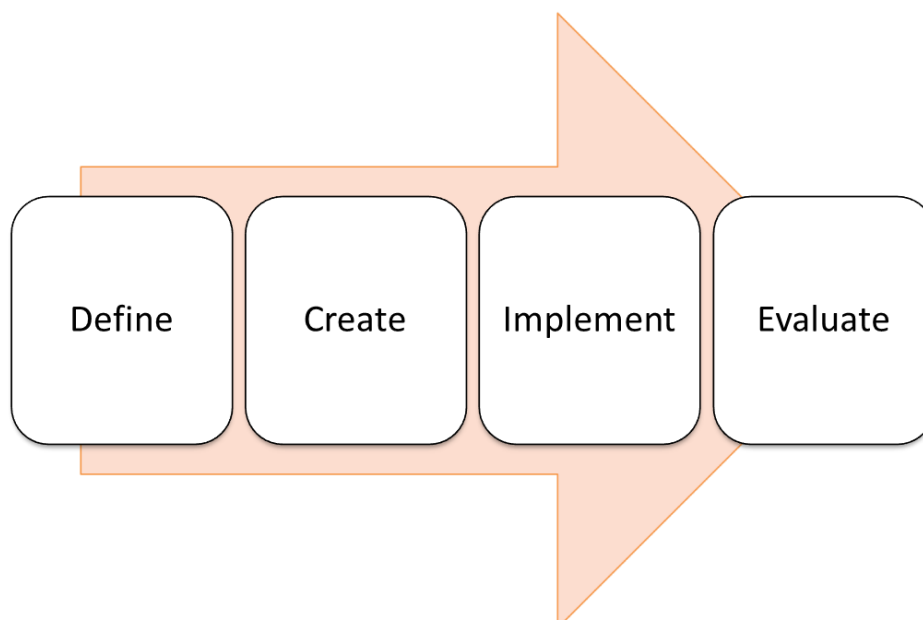


Figure 9. Service design process

We have developed a service design process (figure 9) with the help of the general service design process and Mager's service design process (figures 5 and 7). This process has four stages and it is used as a basis in our work during Active Life Events -project. Four stages of the process are the following:

Define

- What does the service aim to do?
- What does the user want and need?
- Are we faced with challenges, for example is the venue in a convenient location for the users or can we get enough partners and speakers to the event?

Create

- Researching and understanding the target, environmental issues and user needs
- Producing alternative ideas, co-planning with users, testing solutions with clients

Implement

- Service concept goes into practice
- Testing and development together with clients and the event team

Evaluate

- Evaluation of success
- What works, what does not work? What could be done better?
- Other solutions, research

This service design process is a simple guideline to making an event. The first step, defining, is the step where the event is outlined and all the important questions are answered. Creation stage is where plans are made. This stage comes before implementation, so it is important to get everything and everyone ready and informed for the upcoming event. After the event, comes the evaluation stage, where success is measured. This is when you must take time and think about what worked and what could be done better, and start researching other possible solutions.

4 Event making process

For event making you will need different tools, processes and models. The general event making process is presented in figure 10.

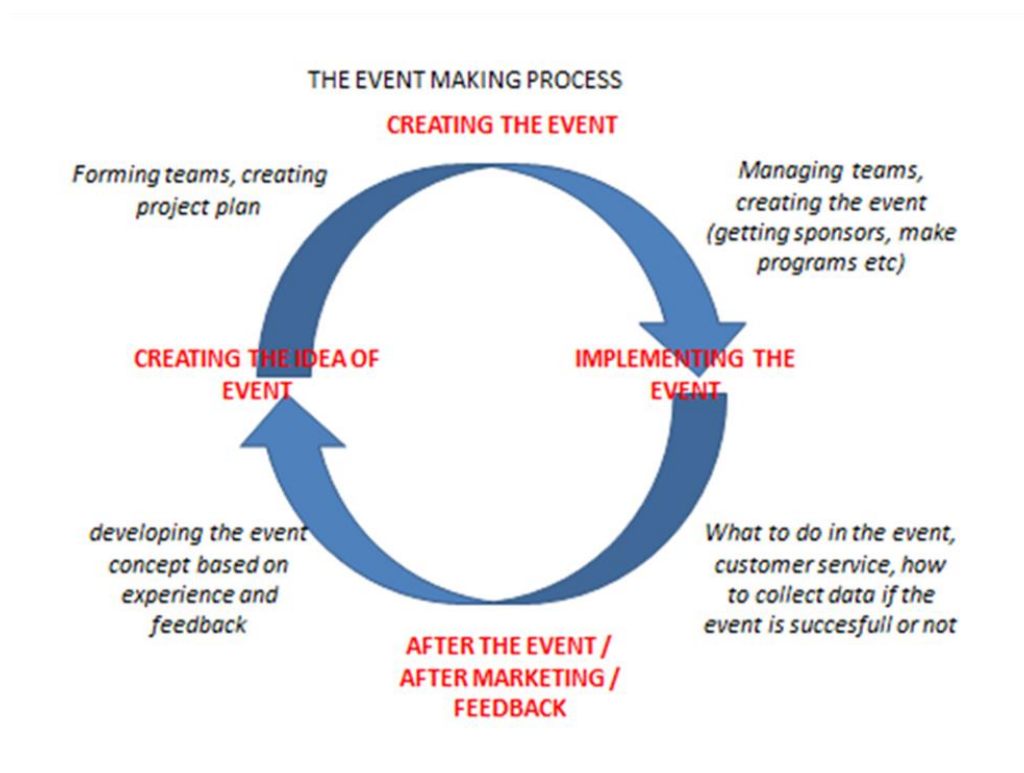


Figure 10. General event making process

Table 1. Event planning process

OBJECTIVES	DRAFT OUTLINE PLAN		DETAILED PLANNING			ORGANIZING AND PREPARING THE EVENT	IMPLEMENTING THE EVENT	DIVESTMENT / LEGACY
What do we want?	ENVIRONMENTAL SEARCH	INFORMATION GATHERING	THE ORGANISATION TEAM	THE MARKETING TEAM	THE EVENT TEAM	Development activities	Operations	Evaluation
Ideas and proposals -> screening	Competition	Dates	Financial plan	Marketing plan	Operational plan	Preparation	Control	Feedback
Strategic triangle: why, to who, what = idea	Problems	Costs and revenues	Budget	Research	Operations resources	Deadlines	Action	After marketing
Operative triangle: how, who, what kind?	Stakeholders	Venues	Staff / Team	Marketing activities	Location / Site / Venue			Recording: Handover
Event objective and detailed aims		Staffing	Logistics	Marketing schedule	Equipment			
			(Health, safety, security)	Documenting the event	Production schedule			
					Sponsorship			

Our event planning process (table 1) is modelled after Shones' and Parrys' "The planning process for events management" - process figure (2013, 120).

This process table shows the process we used while making the Active Life Events from beginning to end. First step is to define the objectives for the event using Vallo's operative and strategic triangles (explained later in this chapter). The second step is to the project management team, meaning the leaders will define competition (what is our marketing advantage compared to our competition), problems, stakeholders, date for the event, budget, venue place and the staff. Detailed planning is explained in this chapter. This also includes the organizing and preparing the event step. Implementing the event is explained in chapter 6. Divestment part includes going through the feedback gotten from the event and after marketing. After this the event process has come to an end and the process of it can be forwarded to the next person planning and making an event.

When planning the event everything starts from the target group. The event team can start building activities for the event day around the target group's interests. The event team can recognize their theme for the event from the information received of the target group. For example, in Active Life Events one of the target groups were elderly and the theme was their wellbeing. The students who made this event, started to study this target group to find out what exactly were the special needs of elderly people. By studying this group, they were able to create an event which held activities targeted to elderly regarding their wellbeing. First thing was to make sure that the event team was up to date on their knowledge of the target

group at hand. It is important to remember that this event was done for them and these will be the customers that will decide after the event day if the event was a success or not.

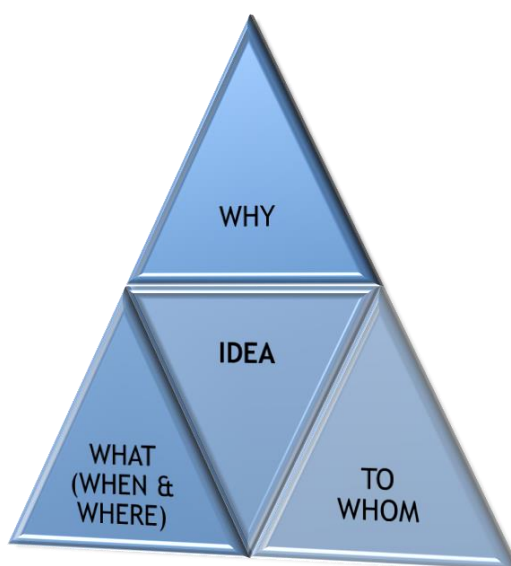


Figure 11. Strategic triangle, Vallo 2012

In Vallo's strategic triangle (figure 11, Vallo 2011, 101) there are three questions that enable you to create the idea of the event. These questions are: Why, To Whom and What. When making an event, it is important to ask why this event is made even before you start. At this point in the event planning process one shall think about the message they are trying to convey and how this message will be delivered with this event. In the beginning of the event planning process the target group is defined. This part, to whom, will describe your target group in the event and guide the rest of the planning process so that the activities and the theme will support the target group's interests. In the strategic triangle's third part, the question 'what' will act as a starting point for the project itself. In this part the event team shall define what, where and when they are organizing.

Event planning starts with an idea of a message that wanted to be delivered through this event. We will also need to think about what our possible customers want from this event. These two points of view build the basic structure of the event. In Active Life Events we started with the idea of wellbeing events. The planning process could start after we thought about whom our target groups should be and what they would want from events such as these. For example, our largest target group was the elderly people, and with that in mind, we started to think about activities that would best suit their needs.

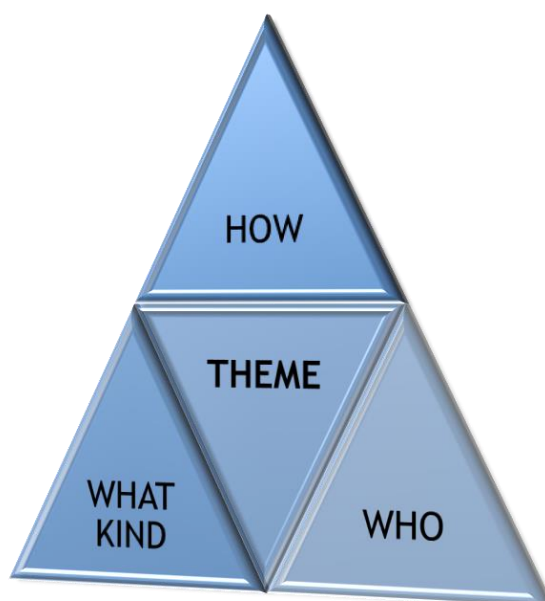


Figure 12. Operative triangle, Vallo 2012

In the operative triangle (figure 12, Vallo 2012, 103) the questions how, who and what kind will define the theme for the event. How to make the event describes the event making process as a whole and introduces the actions that will take place when creating this event, so that the event's message is received and the goal is achieved. The template for the activities in the event will form around the theme, when the project team is talking about what kind of an event to organize. When the activities and the base for the event day script are made, the team will assign who is responsible of which area in the event.

The first of Vallo's triangles (figure 11) shows the idea part when starting an event project. With the second triangle (figure 12) the actual planning of the event will start and this part always begins also with the customer. When we thought about how and what kind of event we want to create in the Active Life Events -project, the planning started with the target groups in mind. For previously mentioned elderly group we had activities that would remind them to take good care of their health in the proper way, or activities for socializing and having fun so that their mental wellbeing would be well maintained.

Planning the event - step by step

Table 2. Planning stage of an event

Planning stage of an event
Location
Activities
Event day script
Staff
Materials
Sponsors and co-partners
Marketing and communication

Table 2 shows the planning stages of an event. When the event team has defined the target group and the idea for the event, they will need a location where the event will be held. In Active Life Events this task was easy. The events were held in our own building, which gave us a great home field advantage, since there were no renting costs or other difficulties, like finding furniture or unfamiliar technological devices. There are a number of things to keep in mind when finding a suitable venue. Two points of view are good to keep in mind; the event's theme and target groups. It is useful to keep a checklist to go through when looking for a good location. (Vallo 2012, 141)

- The budget: Do we have the budget to rent this place for the event? Do we also need rental furniture?
- The size: Is this place big enough/too large for this event?
- Technology: What technology is needed during the event, for example, does this place offer the possibility for the right sound system.
- The customers: How easy is it to come to this place and what transportation would the customers need to get there. Is additional transportation needed?
- The theme: Is this place suitable for the event's theme? (Vallo 2012, 141)

When you start planning the event it is done by collecting the event team together and making sure that all are aware of the theme and the target group. The actual planning starts by brainstorming ideas for activities that will take place on the event day. These activities can include almost anything the team can imagine, as long as it goes together with the theme and the target group. For example in the Active Life Events we had useful checkpoints that could include a blood pressure measurement, a lecture of mental wellbeing, a test measuring happiness, or we could go in a different direction altogether and have exercises with music, group singing or painting.

When planning activities it is important to keep in mind the message the event is trying to get through. In Active Life Events the message was wellbeing. This message was conveyed through advertising, the activities during the event day, customer service and decorations. (Vallo 2012, 113-114)

Timing is important in the event day. So like in the theatre, the event day needs a script. It holds within all of the information about the event day. What activities will be implemented and what time and who is responsible of which part in the event. This script will be made after the event team has figured out what activities they are planning to make for the event. Each activity is taken and put in the event day script. The very detailed event day script will be given to the staff in the event and the customers will see the clearer version of it in the event. (Vallo 2012, 161-162)

PROGRAM

at 13 - 16	Exercise circle (Gym, downstairs)
continuous program	Fitness tests (Activity Lab, downstairs)
	Health tests and advices (Bar, downstairs)
	Photo gallery - journey to the past (Ankkuri, 2nd floor)
	HyvinvointuTV (1st floor)
at 13.15 and 14:30	Afrorelaxing (Caribia, 2nd floor)
at 14:00 and 15:15	Guest lecturer "healthy nutrition" (Little auditorium, 1st floor)
at 16	Event ends

There is fruits and refreshments served downstairs at InnoHub.

Welcome!

Picture 1. Event day program model

This picture is an example of the program that was created for the fall 2012 Active Life Seniors event. This was handed to the guests coming to the event. From the program the guests could see the activities that took place at a specific time and also see what was going on through the entire event. Based on this program the event team was able to create a plan of action for the event day.

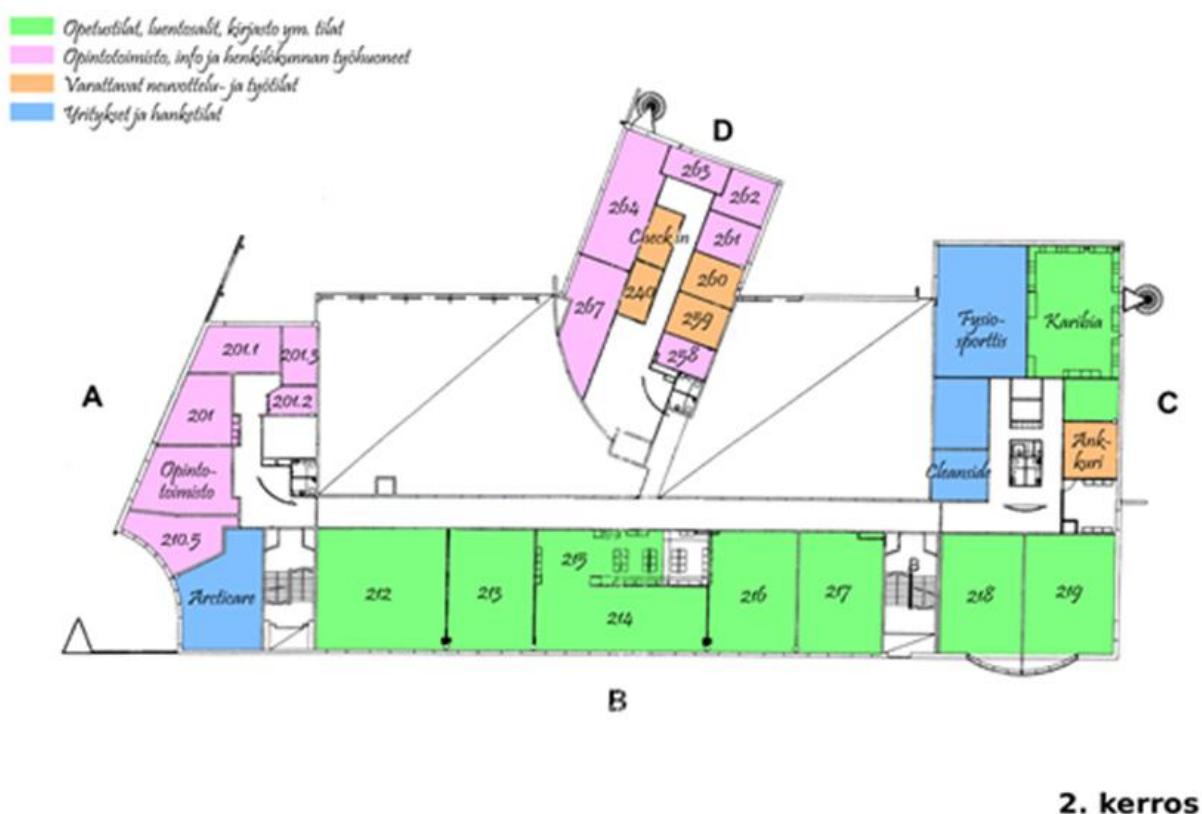
When the activities are planned and the script is made the next natural step was to divide the responsibilities and recruit staff for the event day. For example, each checkpoint could get its own leader, who is responsible that the activity goes as planned during the event. The event team project manager will be the head leader and make sure that all the checkpoints are working properly and the guidelines are followed. In Active Life Events we had checkpoints that needed other staff in addition to the event team. Staffing is important, so that there are enough helping hands during the event. The checkpoint leaders will recruit their own staff and guide them through the activity plan.

Sponsors are needed in the events. Co-partners and supporters add value to your event. Sponsors are chosen based on the theme of your event and they should support the idea behind it. If you are making an event for the elderly then the suitable co-partner would be for example, an organization that makes dance marathons targeted to elderly people or an organization that gives out knowledge of physical wellbeing. Publicity is good for the event, but with the right sponsor your event has long-term increase of value. With the right sponsor you will add value to your possibly unknown event, as the customers might think the sponsor is a reliable source and become interested in the event. (Palmer 2011, 470)

There are a lot of materials the event team will need in order to have a successful event. The project manager will make a list of the materials they need in the event and make sure that the leaders of the checkpoints collect theirs. Other materials event teams will need during the event day are listed below.

Material needed in Active Life Events:

- Coffee stand
- Signs
- Advertising material
- Posters
- Programs for the guests
- Sponsor material (usually sponsors will bring these to the event)
- Guides for the staff
- Checkpoint materials (each checkpoint leader will make sure these are made)
- Decorations
- Feedback forms and pencils



Picture 2. A map of the venue

Teams will need decorations, posters and signs for the event place to make sure guests will know where to park their cars and where each checkpoint is held. For example the picture 2 shows a map we handed to our guests arriving to the event so they would be able to find the checkpoints they wished to visit during the day. Advertising material also includes posters and flyers which will be handed out to people or send via internet to possible guests. In the event day there should be information for guests about the program. The event team also needs materials for the coffee stand where the guests can have coffee, tea or juice in the event. Guides for the staff are handed out before the event in the orientation, so everyone will be updated about the event day. Feedback forms are good to put near the coffee stand, so the guests are able to fill those out in the event while enjoying their refreshments.

Table 3. Timetable for the event making process, Vallo 2012

Starting of the project and research 2 weeks	Planning and marketing 8-12 weeks	Implementing	After work 2 weeks
Collecting project teams	Choosing the event date, place and time	Construction of the event place	Update event site; photos, video and news article
Making of the project plan	Creating the event day script	Informing of the staff	Thank you notes
Planning the service design process for the event at hand	Collecting sponsors and co-partners	Technology check	Send information asked to the customers
Learning of the theme of the event	Collecting staff and master of the ceremonies for the event	Deconstruction of the event place after the event is held	Collect feedback
	Marketing the event	Collecting the feedback forms	Evaluation meeting (service design process)
	Collecting materials for the event		
	Checking everything		

Table 3 (Vallo 2012, 157) shows the timetable for the event making process. It is important to remember to reserve enough time for the event making so that every stage can be completed properly.

4.1 Marketing of services/events

Events and the process of creating them are important to the organization's brand, image and reputation. Making of the event is as important as the event day itself. When making an event, you will improve your organization's image and reputation through marketing communication. Image is the vision of your whole organization. It develops through images and beliefs even without the customers own experience. Reputation depends on your organization's interest group's experiences, for example how well the image and brand supports the experience clients had from the event. Brand is built through marketing and customer experience. Brand is also a mental image of what your company has to offer and this image may change depending on customer experiences. (Vallo 2012, 34)

When designing marketing campaign for events first thing to keep in mind is that these events are services. Chartered Institution of Marketing defines the term marketing as *“The management process which identifies, anticipates and supplies customer requirements efficiently and profitably”* (Palmer 2011, 22) Marketing of services naturally differ from marketing goods, but the basic ideology of marketing behind them stays the same. (Palmer 2011, 22)

In service marketing there are four aspects that makes them different from an actual product. Figure 13 (Kotler & Armstrong 2012, 261) shows how Kotler and Armstrong define these four service design characteristics.

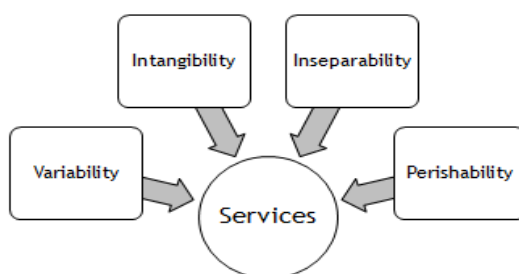


Figure 13. Four service characteristics, Kotler & Armstrong 2012

Intangibility means by their definition that the person buying the service cannot see, feel, taste or hear about it before the purchase, or in our event case, they cannot experience it beforehand. Before the guests had experienced the event day themselves, they would rely on the information gotten from the event marketing. This fact worked in Laurea Otaniemi event marketing strategy both as an advantage and a challenge. Challenge was the greatest in the beginning when we started advertising these events, since this was a new thing and nobody had experienced these events before. The advantage in this case was that all the organizers were students. This gave a positive feeling and people wanted to support the idea of a group of students making events under the theme of wellbeing. (Kotler & Armstrong 2012, 260)

This brings us to the next characteristic, service inseparability. Service inseparability means that the service cannot be separated from its provider. This means that even though Laurea Otaniemi’s students were to replicate these events, the experiences the customers have from every event is always different than the last one. This goes together with the third part, service variability. Even though we gained reputation from previous events it was not always given that the next event, even with the same theme could give the customers the same experiences than the last one. The event team was always different and they always made their specific final touch to the events that made each of them special. Service perishability is im-

portant to remember. This thesis is designing an event making concept for Laurea Otaniemi, but services are perishable, so they can never be stored for later use. (Kotler & Armstrong 2012, 261-262)

Inseparability part of service characteristics brings the customer in the middle of the planning process of the service and its marketing. Customers are no longer the end consumers of a product but they are an active participant in the consuming process. This means that these services must be planned so, that the customers are satisfied of the service. For example there is a term “service convenience” that should be kept in mind when planning services and marketing them. Berry et al. (2002) have identified five types of service convenience:

- *Decision convenience* is used to describe the decision process the customer will go through when choosing the service. Has the service provider presented the easiest way for me to choose the services that are suitable for me?
- *Access convenience* is used to describe how easy it is for the customer to access to the service. Is the venue place near?
- *Transaction convenience* is used to describe the time and effort the customer has to put for the service. If the venue place is far, is there a transportation choice or do I need to find my own way there?
- *Benefit convenience* is used to describe what the customer will benefit for their time used for the service. If I go to the event, what will I gain from it?
- *Post-benefit convenience* is used to describe what the customer will have gained after using the service. What shall I take home with me from the event? For example, knowledge of wellbeing (Palmer 2011, 49-50)

Palmer introduces the extended marketing mix for services. Since the marketing of goods differ greatly from marketing services, this extended marketing mix will offer tools which will help the planning of a marketing strategy and campaign easier. It will also take into account the greatest difference between marketing goods and services; in marketing of services everything begins from the customer and the process itself forms around them. The extended marketing mix includes seven headlines: products, pricing, promotion, place, people, physical evidence and processes. (Palmer 2011, 34-35)

- *Product* in the marketing mix is the service that the organization seeks customers' satisfaction. With services this is sometimes hard to define and it is best to describe it with a process. For example our product in Laurea Otaniemi was the wellbeing event concept.

- *Pricing* decisions with services is somehow similar when planning a pricing for goods, but the services intangible nature brings out the fact that sometimes the pricing of a service can become a very significant indicator of quality.
- *Promotion* acts of services are of a wider nature than with goods, because services can easily be attached with the service provider.
- *Place* is more defined in the service marketing mix as accessibility to the service. It defines how well the customer is planned into the service production-consumption process.
- *People* are the most important part of the service marketing mix. Since for the most part when a person consumes the service, they are often in contact with the staff of the company that is providing this service. Therefore the methods of training, recruiting, training and motivating staff are not only personnel decisions; they are important marketing-mix decisions for the company, so the wanted outcome of the quality of a service is achieved. In other way also the communication between customers is an important part to keep in mind. The physical environment of a place that provides a service affects a customer's behavior.
- *Physical evidence* in the marketing mix describes the decisions the marketer will use to assure its future client that our service is the best. Due to the services intangible nature, the customer is not able to judge the service before it is consumed, they need proof of its quality. Therefore, for example, in brochures there are pictures of the holiday resorts or it mentions the number of people recommending the service to prove the customer of the services good quality.
- *Processes* of services are inevitable part of services marketing mix. These will determine the outcome of each service encounter the client will have. It makes all the difference, for example, in the restaurant, if the food is good and the service impeccable. (Palmer 2011, 36-38)

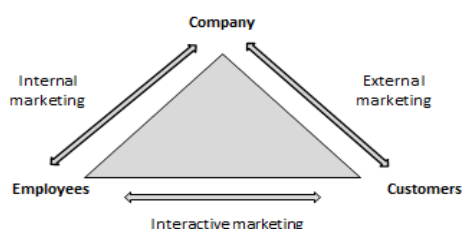


Figure 14. Three types of services marketing, Kotler & Armstrong 2012

When marketing services, you will need internal marketing and interactive marketing. Internal marketing means that in service oriented companies every employee must be a customer service oriented person. According to Kotler and Armstrong (figure 14, Kotler & Armstrong

2012, 265) this should precede external marketing because when hiring the right staff they are more likely to add value to the four Ps of external marketing. Interactive marketing means that not only you have the right staff to implement the event day but also the staff has the right training to complete the task at hand, so they are able to provide high quality customer experiences and the service will be satisfactory to the customer. This happened in Laurea's Active Life Events. For example, we chose the right persons to be at the welcoming stand greeting the guests and the checkpoints had trained professionals of that field of expertise to help when needed. (Kotler & Armstrong 2012, 264)

Internal marketing has become the basis for marketing services since the customers are mostly interacting with the staff of the organizations. Marketing tries to achieve the organizations goals by satisfying customer needs. Therefore the customer has to have a great customer service in order to achieve this customer satisfaction. Therefore the marketing of goals should be an important part in the organization. (Palmer 2011, 338)

When planning the actual marketing methods that will be used while promoting these events, it is vital to remember the AIDA model and start from there. Posters, flyers and other materials, for example, in the internet, should follow the guide of Attention, Interest, Desire and Action. When a person from a target group sees a poster of the event, the poster should first draw attention and then gain the person's interest. If the interest is strong enough, it will lead to a desire to go to the event. After this the person will take action and go to the actual event. (AIDA: Attention-Interest-Desire-Action, 2014)



Figure 15. The service profit chain, Kotler & Armstrong 2012

Kotler & Armstrong's (figure 15, 2012, 262) service profit chain describes how services can be designed to be better and more profitable from both the customer's and employee's point of

view. This is also an important chain to understand before marketing services. The core point is to know that people will buy when you offer the best, or in our case, come to the events since they know the quality of them is good. All begins when the people providing the service are well trained for the task at hand. In our events we would have never put business students to do a blood pressure measuring; it was always a health care student's area of expertise. The event team's project managers informed their team member before the event day and made sure everyone was up to date of the theme and activities. This ensured the staff was happy and productive and gave great customer experiences to the visitors. This made visitors more satisfied with the event so they would be more inclined to come again and in the end, our reputation grew so much, that we received feedback from visitors that had come to more than one event during the year.

4.2 Communications

We have now gone through the meaning of marketing and specifically the meaning of marketing the services. We have the theory and now we need good communications and channels to get us through the marketing experience of a service. Good communications start with the right message to the right audience. This message should be able to move a person from awareness to the eventual purchase of a service. To achieve this, the right channel and a source for the message are needed. Three aspects of a message can be identified as content, structure and format. (Palmer 2011, 442)

Four core-points for advertising messages are:

- *The nature and characteristics of the organization and the service on offer.* For example an advertisement about the high-quality of your service.
- *Advantages over the competition.* You are serving high quality for lower cost than your competition.
- *Adaptability to meet byers' needs.* Your services can be designed exactly for the customer's needs.
- *Experience of others.* Previous satisfied customers recommend your services to others. (Palmer 2011, 442)

The channels for this message have to be identified through your target audience, where they would most like to receive the message and what is the best way to send it through, for example, a media channel, telephone or a face-to-face interaction. You have to think about your target audience in order to select the right outlet for your message. Marketing is often mistaken as advertising, when actually advertising is just one part of the marketing mix. Advertising and therefore communication is needed to put the word out about your service. Communication of services is more than advertising the good qualities of your product. For

example you need to gain your target groups' trust before they are ready to purchase your services. When the customer is in a position where they can't see the end product, they need to trust your company's image, brand and reputation. All of these are built up through communication. (Palmer 2011, 435)

Communication means that the company is sending a message for the chosen target group through the right channel of communication. Successful communication depends on the nature of the message itself. You need to make sure the message is understandable and it has the right content for the target group. Therefore the target group must be chosen correctly for the message. For this particular target group you must find the right communication channel. One important part to remember is the noise factors when you are sending the message. Because of noise, the message you sent, might not be the message the person in your chosen target group gets. (Palmer 2011, 436) An effective message is well researched in the company and when put together it should consist of an analysis of an organizations' service offer and positioning of its brand. It must be created so, that it serves the needs and expectations of your target audience. (Palmer 2011, 437)

According to Palmer (2011, 444) when talking about communications of services, the message sender is often expecting one or more types of responses from its audience:

- Cognitive response = the message should be considered and understood.
- Affective response = the message should lead to some change in attitude.
- Behavioral response = the message should achieve some change in behavior

AIDA is the oldest model of buyer states. Palmer (Table 4, 2011, 445) introduces two more models that should be taken into account when creating a message to send to the target audience.

Table 4. Models of buyer behavior, Palmer 2011

Domain	AIDA model	Hierarchy of effects model (Lavidge and Steiner, 1961)	Innovation-adaption model (Rogers, 1962)
Cognitive	Awareness	Awareness	Awareness
		Knowledge	
Affective	Interest	Liking	Interest
	Desire	Preference	Evaluation
		Conviction	
Behavioral	Action	Purchase	Trial
			Adoption

When these models of buyer behavior are taken into account when creating an effective message, it should reach its target audiences attention and get the desired behavior the message sender seeks. These models present the simple and steady movement through various stages that the customer will go through. The communication does not end with the purchase of the service. This comes down to the fact that organizations are always building their customer relationships, so when a new customer has come to a decision to purchase the company's service, it should be seen as a starting point of a long lasting customer relationship. One factor, the noise factor, is the hardest one to overcome. Because of the noise factor, these stages can't often be completed perfectly and therefore always end up in purchase. Noise factors can be identified in two major types (Palmer 2011, 445-446):

- Those that relate to the individual, i.e. psychological factors = negative or positive previous experience will make the message receiver act in a certain manner. A person's personality is also a great factor. Individuals' motives will effect on how the message is received, for example, a hungry person who just came from work might not be interested on how well their insurance matters are right now.
- Those that relate to other groups of people, i.e. psychological factors = people with different social class or culture act in a different way when receiving a message. For example most logical byer for a Gucci purse is not a student that has no money, but a person who lives well within their means.

An effective message needs the right source to get the desired response from the target audience. The effectiveness of a source can depend on numerous factors. If your target audience sees the source as having power, they are more likely to respond to it positively. Same as if the source of the message is liked, it can be described to have power. This can depend on, for example what kind of a person is selling your service. Source credibility is a powerful tool for gaining the target audience trust; this can be developed by establishing the source's importance, power and prestige or focusing on reliability and openness. Source can be someone your target audience can rely on, for example an ordinary person. This is a good way for low-risk and low-involvement services, like car-insurance. Celebrities are a powerful choice for a message source. People often want to have those goods and service their favorite celebrities use. (Palmer 2011, 446)

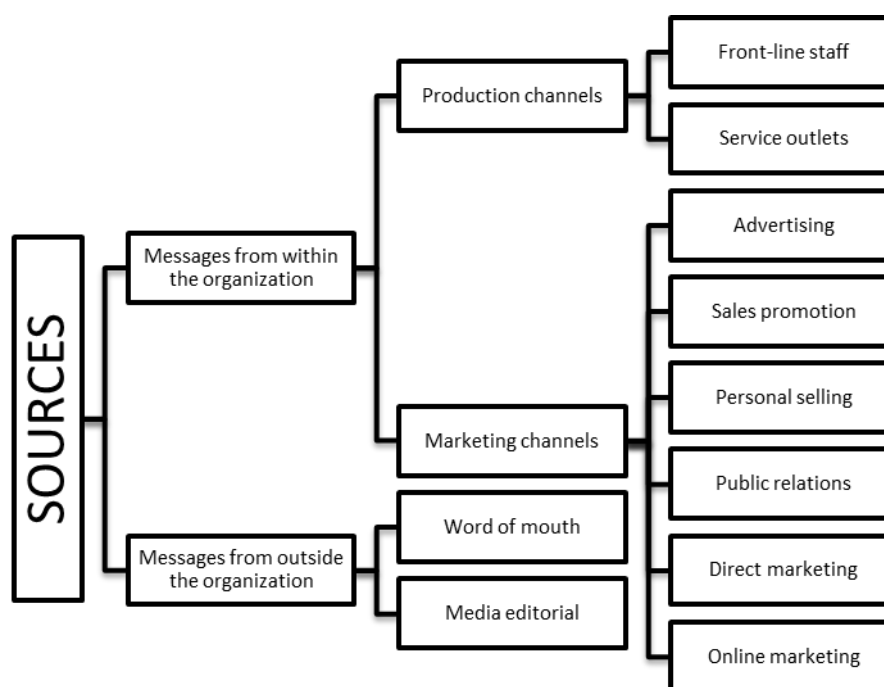


Figure 16. An extended version of service promotion mix, Palmer 2011

An extended version of service promotion mix (figure 16, Palmer 2011, 450) shows communication channels deriving from marketing and non-marketing sources.

The promotion mix shows channels that organizations will choose when trying to reach their target audience. The service promotion mix is extended because the consumers are involved in a series of encounters with service producers. How the organization will choose their communication channels depends on the type of their target audience. Especially on how well they are to be reached via each channel. The two main sources of communication to the audience are the company's external and internal sources. External sources include word-of-mouth recommendation, for example from a friend and media editorial. Sources from within the organization can be divided into two main categories. One is the traditional marketing channels and the other, that is special for the services, is the production channel. Inseparability of services is the special part that separates their marketing from goods. Front-line staff and service outlets make a large part of the services marketing. They are the part-time marketers and they have the ability to promote their company and brand for better or for worse. This can be seen on what kind of work outfits they are wearing or how good their customer service manners are. This shows how well this organization trains their staff. Service outlets promote the organization, for example, a clean environment in a beauty salon sends a message, that this place is professional. (Palmer 2011, 450-452)

When you have gotten to know the advertising channels, you need to think about a few points before selecting your final advertising sources.

Target audience

The target audience's media using habits must be studied so your advertising campaign won't go to waste. You must think about their personality, sex, age, class, ownership of consumer durables et cetera. Identification of the target audience is highly important.

Advertising exposure

You must define and count how much of your advertising material reaches your target audience. Even if your target audience is carefully identified, not everyone can be reached through the same channel of communication.

Advertising impact

Impact is more related to the message content than the source. A message should have the right channel of communication because some messages are more powerful via some channel than the other.

Wearout

If some message source is used too often, its power of affect is starting to descend. Audience response then tends to be negative or declining.

Cost

Cost of your selected communication channels should be carefully studied before making the final call and deciding about the channels.

(Palmer 2011, 456-457)

5 Project management**5.1 Starting point of the project**

The city of Espoo reached out to Laurea UAS Otaniemi to cooperate during the World Design Capital year under the theme of wellbeing. Because this project was a part of the WDC year, it also had delimitations and a project frame ready. The WDC organization had very strict guidelines about the goals of the year and about marketing events that were held during the year. The mentor of Laurea decided that events are the way to go in this case and so the project foundation was created. In this project the idea was to make wellbeing events for different target groups. Service design was used throughout the project, first in the planning stage, meaning that we looked at the event from the customer's point of view. Service design played a large role when we were evaluating our events and trying to think of ways to make the next event even better. When the design year 2012 was ending, we used service design as a tool to create concepts for these events for future use.

There is a very simple guideline how to manage a project. These steps are shown in figure 17 (Heagney 2012, 15).

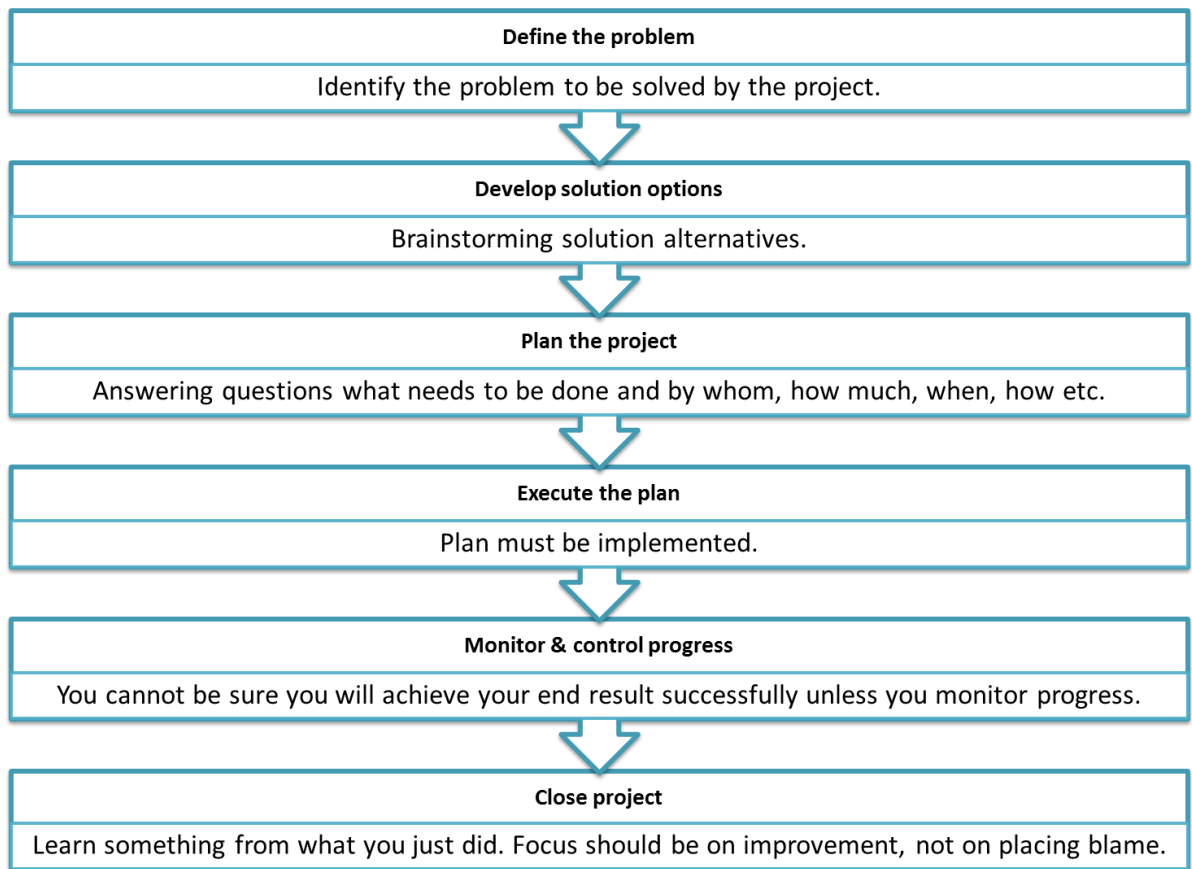


Figure 17. The steps in managing a project, Heagney 2012

During each of these steps you must answer some straightforward questions, which will keep you on track with the project process.

Define:

- What is the desired end result?
- What client need is being satisfied by the project?

Develop:

- Which of the alternatives will best solve the problem?
- Will it result in a complete or only a partial fix?
- Is the best alternative more or less costly than others?

Plan:

- What needs to be done?
- By whom..?

- How..?
- When..?
- How much..?

Execute:

- Does everyone involved know all the necessary information?
- Are the risks taken into consideration?
- Is there an event day script?

Monitor & Control:

- Are we on target?
- If not, what needs to change?

Close:

- What was done well?
- What could be improved? (Heagney 2012, 14-17)

5.2 Creating a project plan

Project plan is an important document in a project. At the beginning of a project, it shows the direction in which the project will go and what could be developed during the project. It is a living document and if rightly done, it is a helpful tool to manage the project's outcome.



Figure 18. How to create a project plan, How to create a clear project plan & Laurea project plan guide

Creating the project plan is the most important step when starting a project. It defines direction to the project and forms a path it should follow. A project plan is commonly mistaken as a simple document when in fact it is a group of multiple documents that will change over time as the project is evolving. (Attachment of a content of a project plan - Laurea version) Creating a project plan starts with a discussion between the key stakeholders in the project. They will define the main guidelines for the project and after this discussion the project manager is able to create a proper project plan. In this project, we used the Laurea UAS Otaniemi's project plan template and modified it after each team's own needs.

Using the Laurea UAS Otaniemi's template and a four step guide on how to create a clear project plan figure 18 should help any project to a good start.

Step 1: You need to define the roles and responsibilities for each member in the project. You need to define the project's stakeholders and participant. Stakeholders are important because they will have their own requirements for the project and how it will be done. In Laurea version there is a part called *project organization and interest groups*. For example important stakeholders in this project were the WDC organization, city of Espoo and Laurea UAS. These stakeholders gave delimitations to the project that affected the outcome. The second part is to create a project organization. This was done by dividing this large project into sub-projects and giving each team a leader and team members. In this project we had four kinds of leaders - project managers of WDC 2012 Laurea Otaniemi, marketing and communication team project manager, organizing team project manager and event team project managers. The last three (team project managers) needed a team to lead also. These people are gathered from the working environment. Participation to projects is elective in school, so you must market the idea of a project well in order to get people interested in it. Start sending emails, use your networks to send a message to others. Marketing of the project is important, so that you get enough people to participate and make this project happen. You also have to get teachers involved, for example, by getting them to make this project a part of their course.

Step 2: Defining a scope statement and developing baselines for the project. This step is all about the basic guideline behind the project. It consists of the background of the project, explanation about why this project is done, goals of the project and a basic structure of the project that explains the key milestones. These parts are agreements between the project manager and project stakeholders. The project baselines are defined in the project organization. It includes making the schedule, a budget for the project, making a list of tasks and operations (for example Gantt-chart) and estimations on the timetable of the project.

Step 3: Creating baseline management plans. This means, that each team and leader need their own project plan that defines what their part is in the project. These management plans will help the project manager to stay on track of the project. In the project manager's own project plan, there can and should be baselines for the other team leaders and teams about their tasks, goals and operations they will complete in this project.

Step 4: Communication in the project includes the baselines of risk management and a schedule for reports and tasks. This will include the management systems for quality outcomes and communication channels.

5.3 Project management

According to Heagney: "Project management is application of knowledge, skills, tools and techniques to project activities to achieve project requirements. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing." (Heagney 2012, 4)

A project manager's job is to help the project team get the work completed, to help manage conflicts and arguments, to get resources needed for the project, and act as an intermediate with the project team and outside forces. A project manager should primarily be a leader, not a ruler. The word 'control' is associated with power. A manager needs to remember, that control is not the same as influence. Team members must willingly do project tasks in order to achieve good results. This means that a project manager has to understand what motivates people, so he can influence them to do what needs to be done. (Heagney 2012, 5, 113)

A project manager is always responsible for the outcomes of the project, as a team is not self-guided. Many project managers lead more than one project. A multiproject manager experiences special issues that may not come up while leading a single project. These special issues may include different project teams, different project goals or sometimes varying project processes. When doing a large project or multiple projects, tasks can be divided in different responsibility areas. This was done in the Active Life Events -project as a whole and also in the teams. Figure 19 shows the division done in Active Life Events -project. (Heagney 2012, 63), (Pelin 2011, 269), (Vallo 2011, 230)

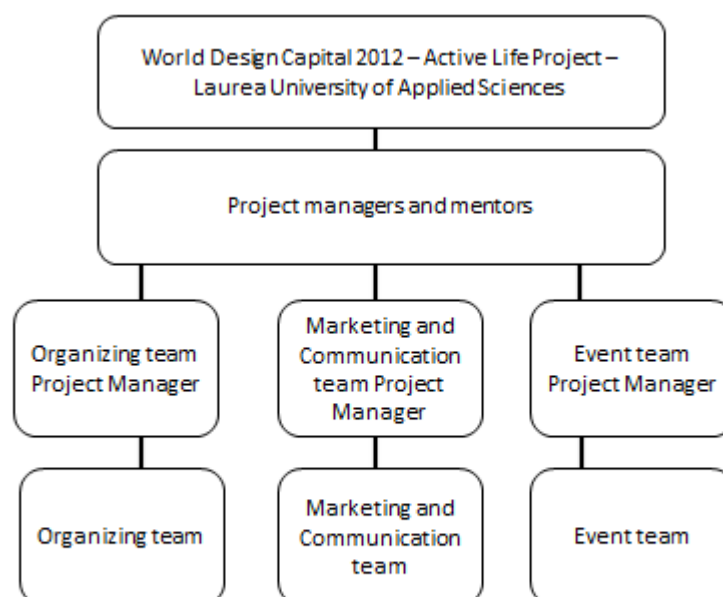


Figure 19. Project managers and teams in Active Life Events -project

Table 5. Leading a team through stages, Heagney 2012

Stages in a team's development	Leadership style
Forming Concerns about fitting in, who makes decisions, who is the leader etc.	Directive leadership Leader must help members get acquainted with one another, clarifying goals, roles and responsibilities. Setting up a structure.
Storming Questioning goals and leadership.	Selling or influence leadership Assurance, psychological support.
Norming Resolving conflicts and settling down to work, development of norms.	Participative leadership Share decision making more than in stages 1 and 2.
Performing Members work well together, enjoyment, high-quality results.	Delegative leadership Letting the team work, analysis of team progress, planning of future work.

As table 5 (Heagney 2012, 162-165) shows, there are many ways of describing how a group of people go through stages in order to become a team. One of the ways is forming, storming, norming and performing. These different stages in a team's development have also different leadership styles. The stages in a team's development and the leadership styles that go hand-in-hand with them are explained in the figure above. It is important to lead a team in the

right way in order to achieve the high quality results and a nice working environment as shown in stage 4 - performing. (Heagney 2012, 162-165)

A team's performance is monitored throughout the project, especially during the performing stage of a team's development, when the team is getting along and working smoothly and the project manager can use delegative leadership. A project manager is usually the one who assesses the team and individual performances. There are many ways of assessing how well a team is performing, but one of the most basic models is to use a rating scale that can ask for example, 'how well is time used' or 'do you enjoy working in this group'. (Boddy 2012, 152-153)

In Active Life Events -project, a feedback form was used to measure the improvement of the students and also what could be improved in the project altogether. A feedback form was also used to ask the event day guests what they thought about the event and what could be developed. These feedback form models are shown in Appendix 2 and Appendix 3.



Figure 20. Managing in four directions, Boddy 2012

Project managers must work in several directions at once (figure 20, Boddy 2012, 90). Management is not about managing workers, but managing in different directions. A project team is the primary resource available for a project manager. This is why a project manager's primary goal is to motivate the team and help them stay committed to the project whether the work is part-time or full-time. This is what managing the team means. Most projects cooperate with other organizations such as suppliers, customers or partner organizations. This is why

managers must be ready to settle conflicts and disagreements amongst the cooperative organizations and sometimes even the key stakeholders. Managers must not take staff support for granted. Some of the staff may have to change how or where they work or balance with additional workload. Managers have to ensure the commitment and involvement of the staff by including them into planning and implementation stages and by providing training, support and back-up. This is mainly not a project manager's responsibility, but a manager can always try to help. Many important decisions are made at the top management sector, which means that a project manager must influence the attitudes and actions of senior managers towards positive acknowledgement of the project. (Boddy 2012, 90-92)

During the Active Life Events project manager's had to arrange and keep up the cooperation between the project teams and cooperative organizations. Many different organizations were a part of the project, as every event theme had different cooperation partners. Managers also had to report to the top management, whether it be from Laurea Otaniemi or the city of Espoo. There were also several teams per event, that had to work together in order to make a successful event happen. Several teams with slightly different tasks are a challenge to any manager.

A project team and a manager often have to deal with different challenges that concern every project. These challenges are usually thought about beforehand and included in the project plan. In addition to these somewhat normal risks, the project manager might come across challenges that are sometimes forgotten about. A few of these challenges are explained in figure 21. (Boddy 2012, 23-26)

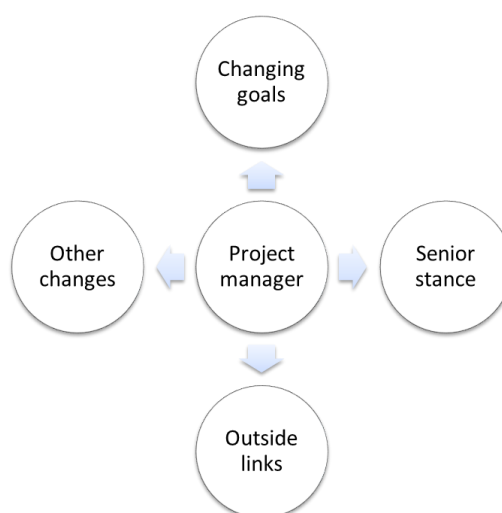


Figure 21. Other challenges for the project manager, Boddy 2012

The goals of a project may evolve or change. Causes for a change can be for example market changes or changed management priorities. Projects also often require resources from other

organizations ergo outside links. These organizations bring different priorities and demands to the mix, which can affect work progression. Senior stance -section asks questions like ‘what is the top management’s attitude towards the project?’ or ‘is the top management behind the project’s idea or opposed to it?’ The attitude of the top management can either help or disrupt the project. Other changes can also be a challenge for a project manager. These changes can include for example an unstable environment or competition for resources. (Boddy 2012, 23-26)

6 Implementing the event

“Well planned is half done” is an accurate saying when planning an event (or any activity at that). When everything is ready before the event day, like the event-day script, staff is up to date on their tasks, sponsors and activities are well thought of and confirmed, the odds are that your event will go smoothly. But like any other service act, nothing goes as planned. You have to remember that plans are not worth a thing, but planning is essential (Sarasvuo, strategia - lecture). Plans are merely pieces of papers filled with words and they have nothing to do with the reality. Planning is an act and it gives you the possibility to use your plans with the situation at hand.

The event day is the day you put all of the planning into action. Everyone who is involved in the event must know their places and responsibilities. The rehearsals before the actual event are necessary. This way you have time to check that the technology is working, decorations are in the right places and there are enough chairs for the audience to sit on. Three parts of the event day can be acknowledged: the construction of the event, the event itself and the deconstruction of the event. (Vallo, 164)

The construction of the event consists of decorating the event space and rehearsals before the event takes place. At the rehearsals you will go through the entire program. It is like a rehearsal before a theater show, this is essential especially in the events that have a lot of speakers or other performers. You need to check that your technology is working, what kind of costumes and props need to be brought to the stage and taken away after every performance. Every performer, host and people from the event day crew should attend these rehearsals. Timing is an important part of rehearsing, because you need to make sure that there is enough time reserved for every activity and see if there are any gaps of time to be filled with alternative activities. This is important when the event has a strict program and guests are observing it. (Vallo 2012, 165-166)

For example at Laurea Otaniemi, our events were often a combination of different speakers, lectures and checkpoints. People were free to go to the checkpoints they wanted to and

choose the activities they thought would be most suitable or helpful for them. Therefore at the rehearsals, we needed to check that everything was set up for the speakers, exhibitors and checkpoints, technology worked and people were up to date about their tasks. Things to remember on the event day (Vallo 2012, 171-180):

Music and sound system

Music is a powerful tool for setting up the mood. Background music is always a good way to create the wanted mood before the event starts. It is a good way of starting the event when, for example the start of the event has been delayed or visitors are coming to the event at different times. Live music is usually preferable than a cd playing in the background, but that depends also on the event itself. The project manager's responsibility is to check the bands or dj's playlist before the event, so everything will go smoothly. (Vallo 2012, 170-171)

Technology

Technology is a convenient advantage in the 21st century. It can also be tricky, and this part cannot be emphasized enough. Always make sure that the technology you are using is working, has been charged or full of batteries and especially that you as an organizer, know how to use it. Good technology also includes the needed pens and paper for the presentations. With larger events that have a lot of guests and large sound systems, you need to make sure that the event place is able to produce the electricity and hot water you will need. (Vallo 2012, 171-172)

Materials and program

Materials and program are the things you will need to hand out to your guests. This also includes making sure what kind of materials your performers need, or in Laurea Otaniemi's case, what materials the checkpoints needed. Materials for the events often include: program, participant lists, presentations, pens and paper for making notes and brochures. Each of Laurea Otaniemi's event teams' brought their own materials to the checkpoints but also for example, the video making team needed their cameras, video cameras and other video making equipment's. (Vallo 2012, 172-173)

Signs and sign-up sheets

For the visitors to find the venue easily, the even teams need to make sure that there are enough signs put outside to guide people to the right place. When they arrive to the venue, they must me greeted and welcomed at the reception area. (Vallo 2012, 174-175)

People in the reception need to remember:

- receptionists need to be positive and otherwise good customer servants
- they have to know all about the event

- linens on the table, flowers, candles, decorations according to theme
 - sign-up sheets
 - empty nametags
 - materials for the guests
 - program with a timetable
 - taxi and transportation services
 - parking space and parking tickets
- (Vallo 2012, 175)

Seating order and place cards

Big events might serve lunch or dinner, and in these kinds of events a seating chart and place cards might be needed. This assures, that no one gets frustrated during the event, when there is no room to sit next to the person you come to the event with. Place cards help guests find their own seat. (Vallo 2012, 177-178)

Transportation and parking space

Transportation needs to be figured out before the event. Provided transportation might be needed in situations, where the event place is in a location where public transportation does not go to. Parking spaces need to be provided for people arriving with their own vehicles. For example, in Laurea Otaniemi, we needed to ask the city of Espoo permission to park to the street in front of our school, since this street was not school property. (Vallo 2012, 178-179)

Safety

Safety is important thing to remember when planning an event. A proper safety plan must be made. In some events, you might need a security officer to supervise the general discipline. For example, if you hold an event where alcohol is served, the Finnish law commands that you must get a permission called 'huvilupa'. These can be applied from your local police department. (Vallo 2012, 179-180)

Surprises are a good way to make people remember your event. Surprises can even cheer your visitors up. When you plan a little surprise in the event program, people are likely to remember your event and it is a good way to assure customer satisfaction. Vallo (Table 6, 2012, 169) presents a list of possible surprise factors:

Table 6. Surprise factors, Vallo 2012

<p>A performer or a number that the guests don't know before</p> <p>Food</p> <p>Space</p> <p>Host</p> <p>Memorability</p> <p>Theme</p> <p>Idea of an event</p> <p>Service spirit</p> <p>Non-traditional implementation</p> <p>Doing together</p> <p>Giveaway - present</p>

7 After the event

After the event is held, it is important to remember that work is not over yet, after-marketing is still needed. After-marketing is a big part of maintaining your customer relationships. After-marketing consists of various things, such as thank you -notes for co-partners, sending promised materials, collecting feedback, taking care of contact requests and making a project report that draws the conclusion of the event. (Vallo 2012, 180-181)

When planning and implementing an event, a lot of people are working on it, including sponsors, performers, speakers and co-partners from different organizations. These people should be thanked for taking part in your event. A proper thank you -note from the event organizing team just might be the differentiating factor that ensures they would be interested in partnering together in other events later on. In addition to thank you -notes, if it is suitable, you could send a business gift to the participants of the event. The gift does not have to be large or expensive, but the best gift reminds the participants of the event theme or the organization that held the event. Gifts are usually given at the event, just remember to give the participants bags where they can put all their notes, given material, and the gifts. (Vallo 2012, 181)

You must remember to take care of the contact requests the customers have asked you to make. This is a way to make use of the event, and the part where the usefulness of the event shows. You must contact the customers in the time frame you have given them. This can mean that they were interested of a product presented to them, materials, meetings or updating current services or products. For example if you have promised the customers a collec-

tion of the presentations, so they can only make smaller notes, you should send the presentations fairly quickly, preferably inside a week. (Vallo 2012, 189-190)

Collecting feedback is an important part of the event making process. When you collect feedback from customers and summarize them, you will see if your event was successful from the customer's point of view. Collecting the feedback can be done in several ways, like a paper version or internet feedback form sent to the visitors via email or by taking interviews. In Laurea Otaniemi, we made a clip of each event that was both after-marketing the past event and marketing the next one. When after-marketing is done, all that is left to do is closing up the project itself. This means making project reports, having feedback discussions and a final service design meeting where the team evaluates the received feedback and figures out the next steps towards building a new event. (Vallo 2012, 184-189)

8 Implementing Active Life Events -project 2012

In Active Life Events -project we had an organizing team, event teams, communication & marketing and video making teams and a management team. Together they formed the Active Life Events -project as shown in figure 22.

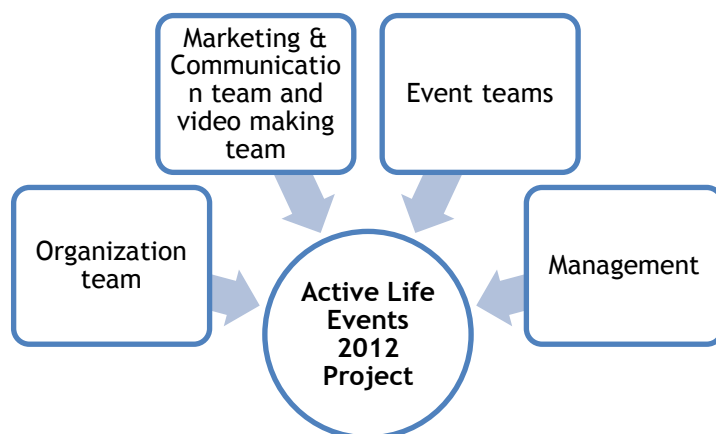


Figure 22. Active Life Events 2012 -project

Organizing team's tasks

The organizing team is responsible for scheduling and managing the sub-projects in the Active Life Events -project. The organizing team was assembled by the project manager of Active Life Events 2012 and it consisted of event team project manager's that were picked from the business field. This ensured a clear communication between event teams, the organization team and management.

Organizing team's tasks have been divided into two parts. One is the organization team's tasks itself and the other describes the event team project manager's tasks. Event team project manager's tasks are shown in table 7.

Organizing team tasks:

- Taking part in meetings
- Managing the big picture of the project
- Helping the project manager

Table 7. Event team project manager's tasks

Before the event	INFO-meeting before the event for the participants	At the event and after	Documenting
Organizing the project meetings	Presenting the management, giving contact info	Right before the event: INFO meeting for the participants	Project plan
Managing the project: Scheduling	Checking that everyone has arrived	Build the event	Meeting memos
Managing team members	Giving the program of the event and guides	Greet the exhibitors and co-partners	Weekly reporting
Project plan	Dividing the tasks (2)	During the day make sure everything goes as planned and scheduled	Event programs
Managing the event making process (1)		After: Deconstruction of the event place and thanking the participants	Final report
		Evaluation meeting (3)	Final presentation
			Evaluation meeting memo

- (1) Managing the event making process: The event project managers reserve needed spaces for the event, makes sure all needed material and marketing material is done as scheduled, gathers needed equipment and materials for the checkpoints and the whole event, contacts exhibitors, plans the needed signs and their places, makes an info booklet for the working students in the event and clears up the schedule for the event.
- (2) Dividing the tasks: Receptionist, cafeteria persons, setting up signs and coat check places, team leaders, parking persons, cleaning persons, person who takes care of the co-partner organizations.
- (3) At the evaluation meeting held after the event, the event team goes through the feedback gotten from the event, evaluates how the project goals were achieved and thinks about what problems they faced during the event day. They will also collect development suggestions.

Marketing and Communication teams' tasks

Marketing & communication and video making teams were responsible for the event marketing, inside and outside communication, communication channels, collecting feedback and after-marketing materials gained during the event.

In Active Life Events -project we needed to get creative and think of different ways to market these events with a very low budget. One of the best solutions nowadays is social media. Facebook or Twitter is a sure way to get visibility to your event. When you send your event invitations to the right target group in the internet, word will spread and you will get more visibility for your event. This way by using social media you can get people to follow you to your website which offers more information about the current and other upcoming events.

Using only internet is a tricky way of marketing if your target group is, for example elderly people. For this and other target groups you can market these events throughout their hobbies or organizations they're involved in. For example, if someone you know is an instructor in an elderly yoga class, this person can take the message about the event to their next class. This is what we did in the project, for example, with the event targeted to students; their guidance counsellors brought an entire class of students to the event.

Table 8. Marketing and communication team's tasks

BEFORE THE EVENT	AFTER THE EVENT
Media info	Collecting the feedback
Materials	Writing the article
Message for the school	Update website
Marketing materials	Update photo gallery
Dividing the tasks within the team	Update video sites
Update websites	
Filming plan	

Before the event, the teams' tasks (Table 8) included making marketing materials for the event, for example posters and flyers. Layout was formed while brainstorming with the event team, and we also received help from a person who knew graphic design. We had to follow given guidelines for all marketing material that was to go public. For example, both World Design Capital organization guidelines and Laurea UAS Otaniemi "marketing material guide" had to be followed. These included strict rules about colors, fonts and styles.

Even though we put marketing material to the Internet, in our list it is separated from the traditional marketing materials. We needed to update our own Laurea Active Life Events website before and after each event, because the marketing flyers said that more information could be found on the website. Media info was needed so that it could be put on the website. We also had communication channels inside Espoo, like Länsiväylä, where we could put the media info about the event.

The team was in charge of making the needed materials for the event. For example, the event team needed different materials to be printed out before the event, or signs had to be made for the guests coming to the event. For inside communication we used email. Email was an easy way to inform the whole school about the event, both students and teachers. The team also divided responsibilities for the event day. Some were in charge of the feedback forms, some team members were helping with running tasks. The students who were assigned to film the event had to create a filming script before the event day.

The teams' tasks after the event included collecting the feedback and make it into a summary for the event team and updating websites with articles, photos and videos of the event. Also all of the project materials were to be uploaded to Optima, which is Laurea's own project site and this included all the materials gathered from the event.

The communication channels needed in the project were:

- Optima
- Facebook (for the photos and event updates)
- Länsiväylä
- Active Life Website Laurea
- Email
- Youtube (for the event video)
- StadiTV (for the event video)

Event team tasks

Event team consists of students from different fields of study. This was a way to ensure that every event would get new perspectives from students that specialized in particular fields. For example, if the event at hand was targeted to families with children, health care students brought their knowledge about child welfare to the mix alongside business students, who in turn brought their knowledge about managing projects.

Everyone in the event team attended weekly meetings that the project manager from the organizing team had scheduled. Everyone was expected to participate during these meetings. These meetings were also a way they could get together and inform others of their event task progress and contact sponsors from their professional field.

In every event held by Laurea Otaniemi, the event day was divided into checkpoints, lectures and other activities. The event team made a clear plan of the day's program and divided themselves into groups, each having their own responsibility area. These groups planned the activity, and would maintain this checkpoint on the event day. While planning the event, they would also support the marketing team by distributing flyers and posters about the event to their work places, for example, kindergarten. The event team also made lists about the needed supplies for their activity during the event day. Reporting was considered important, and everyone had to update all documents to Optima (Laurea UAS' own space, where we would upload all files), not to forget write meeting memos at their own turn.



Figure 23. Event day tasks for the event team

The event day lasted about three hours and technically there were five major tasks for the event team during the event as shown in figure 23.

Management

Figure 24 shows the project management team in Active Life Events 2012 -project.

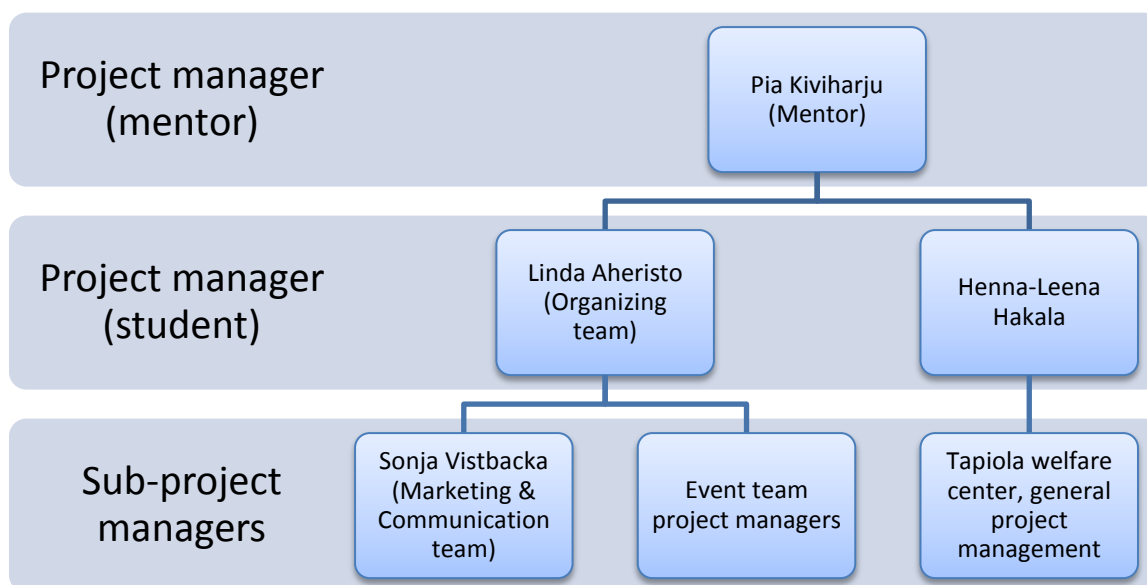


Figure 24. Project management team

The project management team consisted of three major parts. The whole project's coordinator was mentor Pia Kiviharju. Student project managers were Linda Aheristo and Henna-Leena Hakala. Linda was responsible for the Active Life Events altogether; she also managed the organizing team that consisted of the project managers of these events. Henna-Leena was responsible for the general management in the project and she was also responsible for the Tapiola welfare center. Sonja was responsible for marketing & communication team, whose responsibilities included marketing the whole concept, including the Active Life Events and Tapiola welfare center.

Indicators for evaluation

This project lasted for the whole year of 2012 and continued after that without the World Design Capital theme. A project this large was a first for Laurea Otaniemi, so the constant need for improvement was given. Feedback forms were the way we used for improvement of the events. After every event, we would collect the feedback from visitors, event organizers and co-partners. We would summarize the feedback and go through the summary in the last

evaluation meeting held with every event team. We would note the good things, bad things and improvement ideas and take them into account when planning the next event. From almost every event we would make a video clip where interviews from visitors, co-partners and event team members could be seen and this in turn added value to our events.

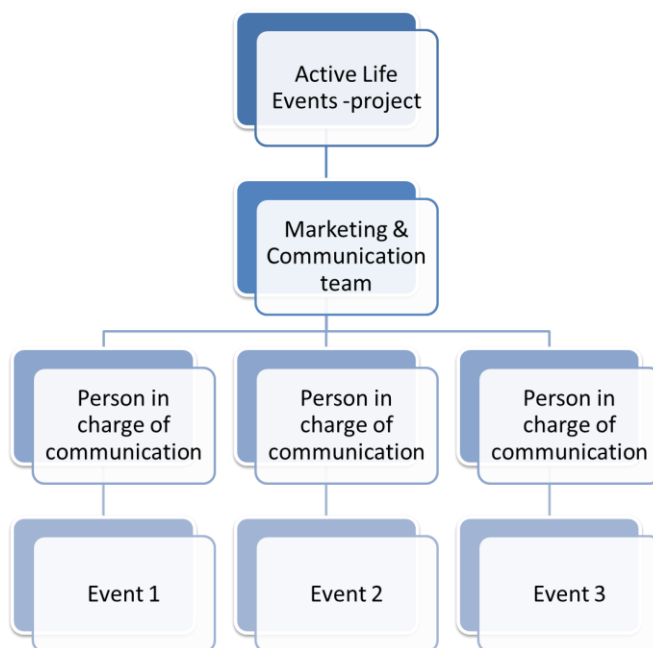


Figure 25. Project operating model, spring 2012

The figure 25 shows the project operation model from spring 2012. This model shows that members from the organizing team were the project managers of Active Life Events. Each event team had a person in charge of the marketing from the marketing and communication team. Members of the marketing team were a part of the event team and ensured the open communication channel from the event team to the marketing and communication team.

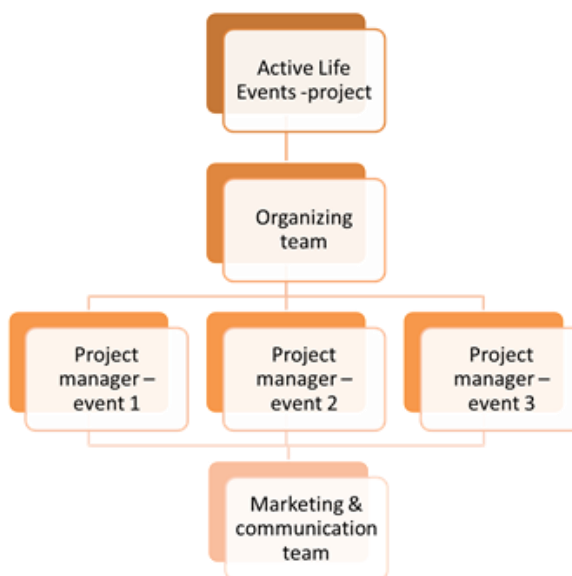


Figure 26. Project operating model, fall 2012

Figure 26 presents the project operation model during fall 2012. This model was made due to the fact that the information was not received by everyone who needed it. The change from the spring 2012 model to the fall 2012 model was that the whole marketing and communication team was in charge of the marketing of every event. This ensured that enough people from the team would attend the event and also everyone from the team would get a chance to do all of the things marketing and communication team's tasks included.

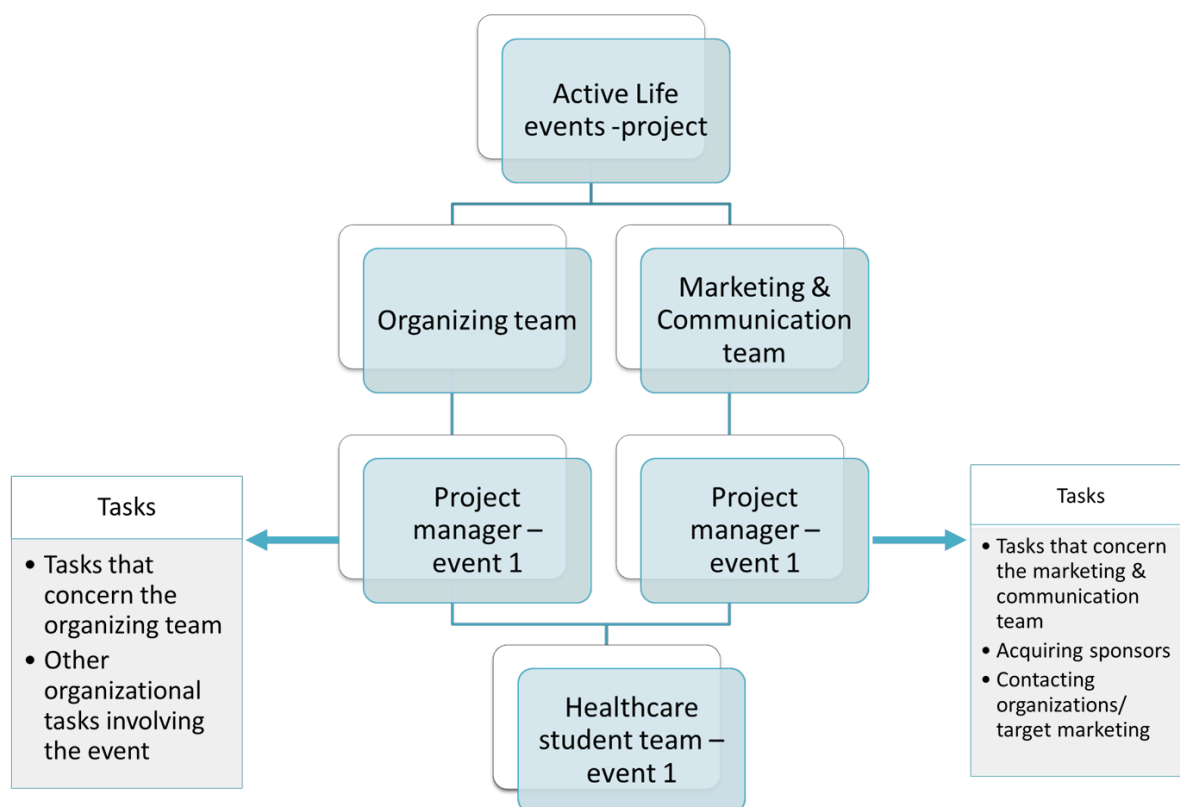


Figure 27. Proposed project operating model, spring 2013

The year 2012 was ending, but in order to continue the project the coming spring, improvements to the operating model had to be made. Every event would now have two project managers, the other coming from the organizing team and the other from the marketing and communication team. This made the dividing of tasks possible, since managing an event alone from the beginning to an end is a large task.

9 Conclusions

Active Life Events 2012 -project developed during the year 2012. Throughout the year all the teams made several reports, memos and notes about the events' outcomes. The guests gave a good amount of feedback from every event and during the final meetings these materials were gone through and used to evaluate the particular events outcome.

The basic structure of the concept for wellbeing events at Laurea Otaniemi University of Applied Sciences developed during the project's progress. We held over 20 events and every one of them was always built a little differently. This concept will work as a guideline for future event projects, but it is important to remember that every project is always different than the other.

This concept making process was started by researching topics that we thought were relevant in the event making process. First we needed to understand the customer so we studied customer experience. Through understanding the customer we moved on to service design, since everything in that process starts with a customer. We studied different service design models and through them we were able to create our own. Our own service design process was a basis in our event making project, Active Life Events 2012.

With the help of models from different authors and our own acquired knowledge, we were able to create our own event concept. We had been a part of creating over 20 events during the year 2012, so we had learned and created our own models and working methods. We had acquired knowledge of what methods work in management, the organizing team, marketing and communication team and event teams.

During the Active Life Events 2012 -project, we learned a lot about leadership, communications, event making and managing projects. The challenge in making this concept was to be able to separate our knowledge from the source authors'. The learning aspect for us when making this concept was to learn how to summarize and make overall methods for making and organizing events. During the project we grew from students to professionals who were able to make guidelines for projects like these. At the last video (WDC-vuoden kooste 2012, Espoo WDC 2012) Henna tells that she has learned a lot from leadership and Sonja explains how her knowledge for example, from communications grew a great deal during this project.

One of the problems we faced while making this thesis, it that the amount of information about the theory of planning an event is endless. To that theory we needed to add the information received from the real life working environment during the Active Life Events -project and summarize them into a working concept. We also needed to figure out why some things were not working in some event projects, for example, why sometimes advertising, even if done 'by the book', does not reach the target audience. We needed to develop the concept so that it will give guidelines for every event making process, no matter what the target group is.

For the future, we think this concept can be very helpful when making wellbeing events in Laurea Otaniemi. We managed to add together theory from different authors, Active Life

Events -project members' experiences and most importantly, our own knowledge on how to create and organize an event in Laurea Otaniemi in particular. Concept for wellbeing events in Laurea Otaniemi University of Applied Sciences is now available for other event makers to use.

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Appendix 1. Concept for wellbeing events, Case: Laurea University of Applied Sciences

Concept for wellbeing events

Case: Laurea University of Applied Sciences

WHY EVENTS

Events and the process of creating them are important to the organization's brand, image and reputation.

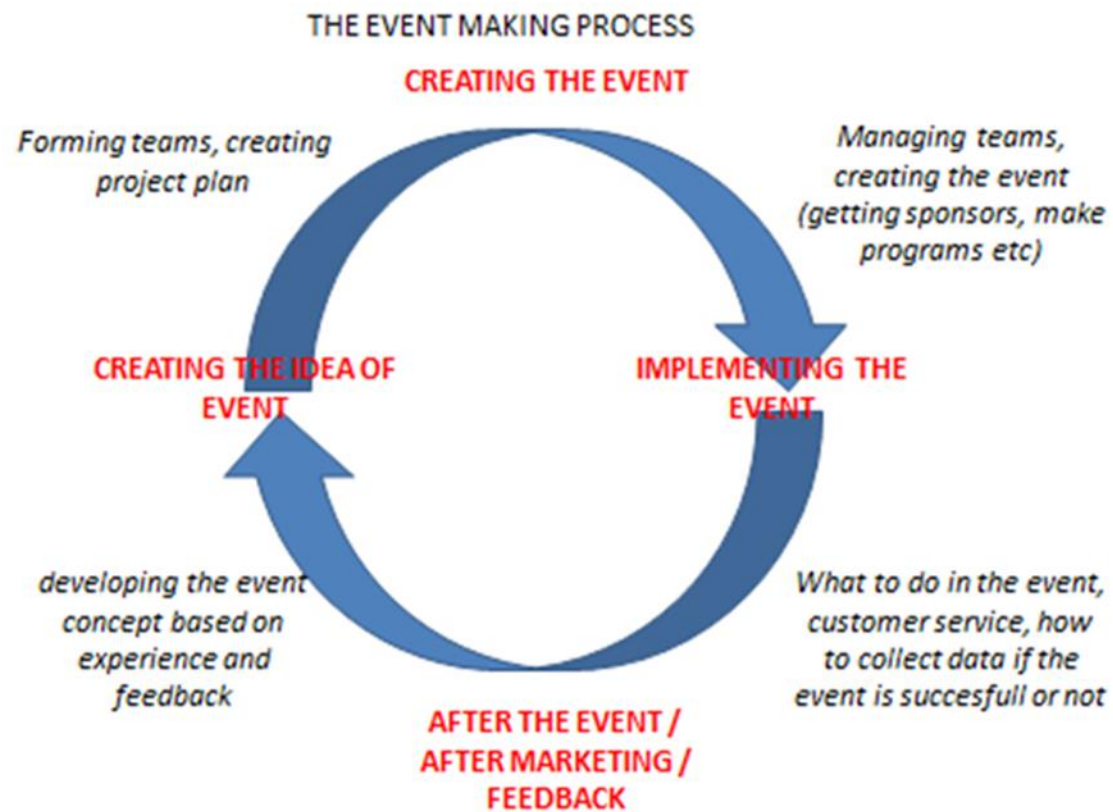
Making of the event is as important as the event day itself.

When making an event, you will improve your organization's image and reputation through marketing communication.

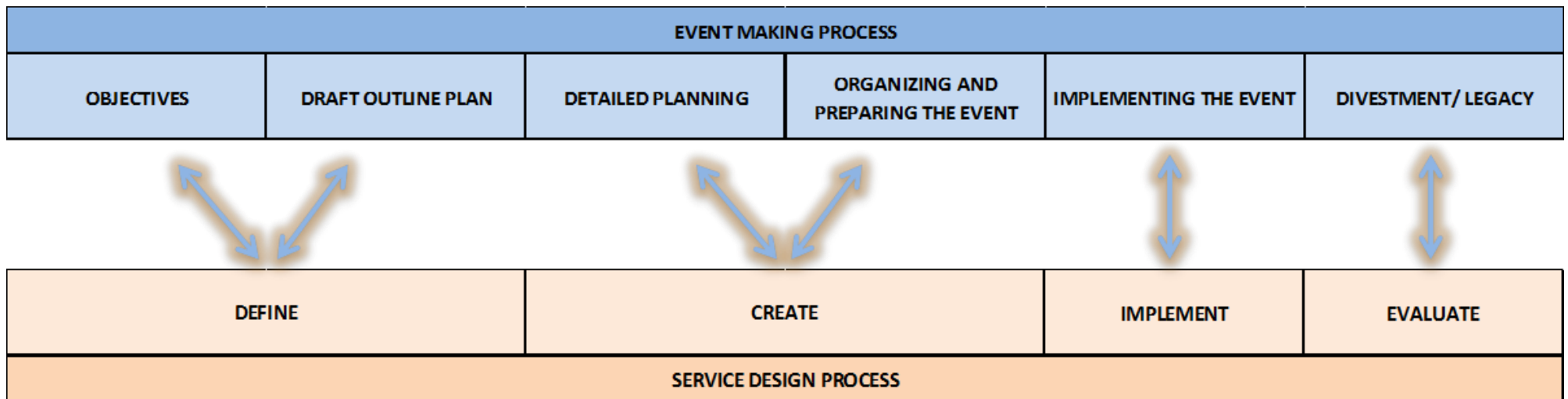
Image is the vision of your whole organization. It develops through images and beliefs even without the customers own experience. Reputation depends on your organization's interest group's experiences, for example how well the image and brand supports the experience clients had from the event. Brand is built through marketing and customer experience. Brand is also a mental image of what your company has to offer and this image may change depending on customer experiences.

(Vallo 2012, 34)

GENERAL THE EVENT MAKING PROCESS



PROCESS' OF EVENT MAKING AND SERVICE DESIGN



EVENT MAKING PROCESS

OBJECTIVES	DRAFT OUTLINE PLAN		DETAILED PLANNING			ORGANIZING AND PREPARING THE EVENT	IMPLEMENTING THE EVENT	DIVESTMENT / LEGACY
What do we want?	ENVIRONMENTAL SEARCH	INFORMATION GATHERING	THE ORGANISATION TEAM	THE MARKETING TEAM	THE EVENT TEAM	Development activities	Operations	Evaluation
Ideas and proposals -> screening	Competition	Dates	Financial plan	Marketing plan	Operational plan	Preparation	Control	Feedback
Strategic triangle: why, to who, what = idea	Problems	Costs and revenues	Budget	Research	Operations resources	Deadlines	Action	After marketing
Operative triangle: how, who, what kind?	Stakeholders	Venues	Staff / Team	Marketing activities	Location / Site / Venue			Recording: Handover
Event objective and detailed aims		Staffing	Logistics	Marketing schedule	Equipment			
			(Health, safety, security)	Documenting the event	Production schedule			
					Sponsorship			

Event making process

Objectives

When beginning to plan an event or any project for that matter, you need to figure out what the goals of the project are. This part is for brainstorming and coming up with new ideas. As a result you will have the objective of the event and what it aims to accomplish.

Draft outline plan

Draft outline plan is the part where the planning process deepens, and the questions of the event place, staffing and budget is answered.

Detailed planning

In detailed planning the tasks are divided and the planning process for each team can start. The plan for the event is forming.

Organizing and preparing the event

Preparing the event consists of improving the plans, material purchase and getting speakers and sponsors.

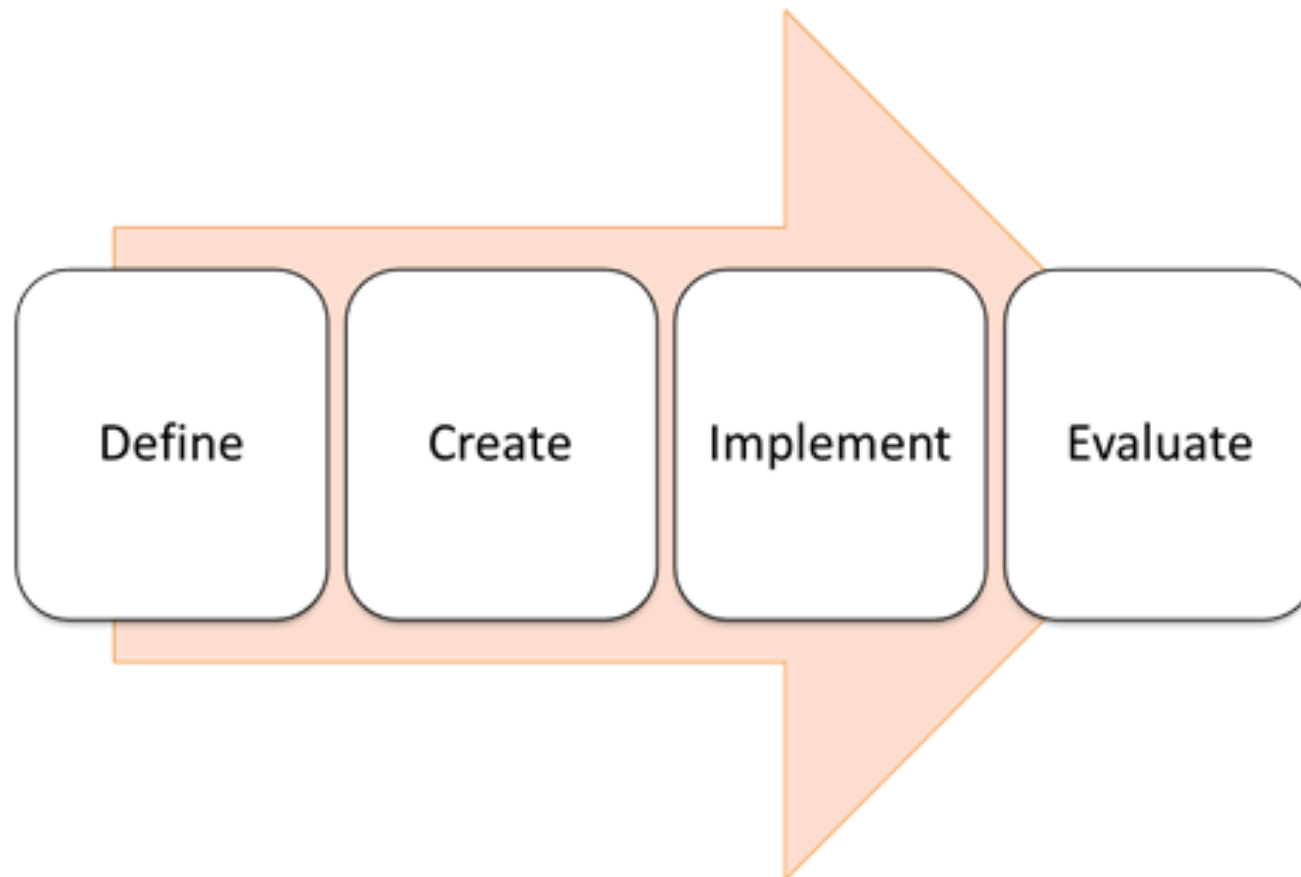
Implementing the event

At the implementing stage the main thing is to control the event day progress.

Divestment / Legacy

After the event, it is important to evaluate the event project's outcome with indicators used during the event, for example visitor feedback. After-marketing is also done in this stage.

SERVICE DESIGN PROCESS



Service design process

We have developed a service design process with the help of the general service design process and Mager's service design process. This process has four stages and it is used as a basis in our work during Active Life Events -project. Four stages of the process are the following:

Define

- What does the service aim to do?
- What does the user want and need?
- Are we faced with challenges, for example is the venue in a convenient location for the users or can we get enough partners to the event?

Create

- Researching and understanding the target, environmental issues and user needs
- Producing alternative ideas, co-planning with users, testing solutions with clients

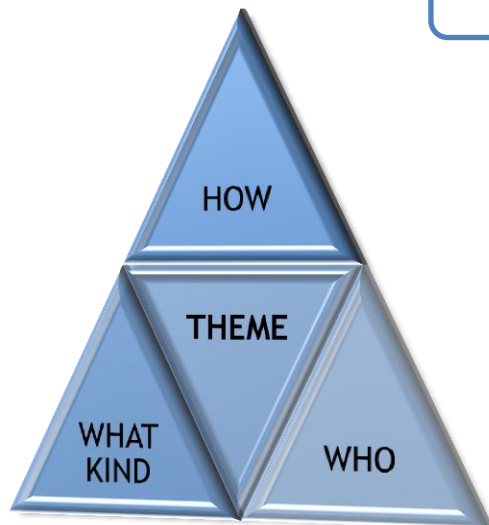
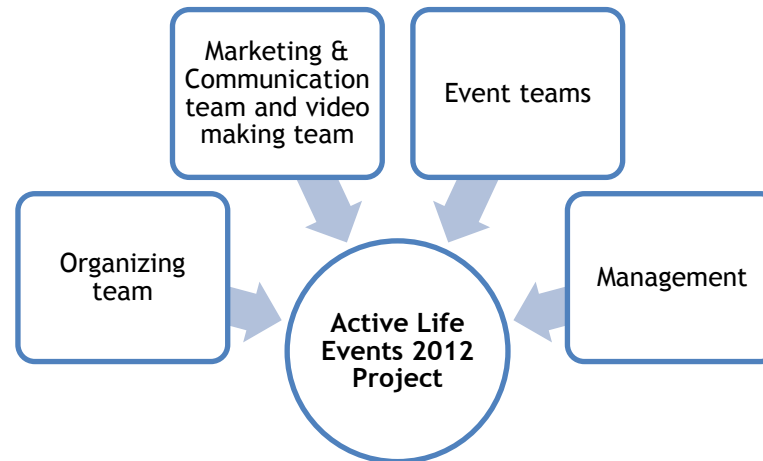
Implement

- Service concept goes into practice
- Testing and development together with clients and the event team

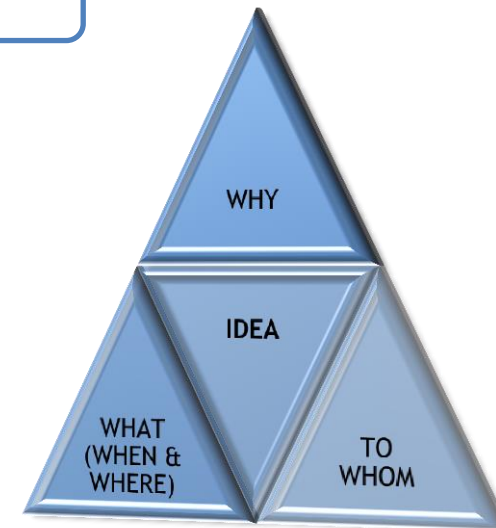
Evaluate

- Evaluation of success
- What works, what does not work? What could be done better?
- Other solutions, research

HOW TO MAKE AN EVENT?



Operative triangle (Vallo 2012, 103)



Strategic triangle (Vallo 2012, 101)

Organizing team

The organizing team is responsible for scheduling and managing the sub-projects in the Active Life Events -project. The organizing team was assembled by the project manager of Active Life Events 2012 and it consisted of event team project manager's that were picked from the business field. This ensured a clear communication between event teams the organization team and management.

Organizing team's tasks have been divided into two parts. One is the organization team's tasks itself and the other describes the event team project manager's tasks. Event team project manager's tasks are shown in the table.

Organizing team tasks:

- Taking part in meetings
- Managing the big picture of the project
- Helping the project manager

Before the event	INFO-meeting before the event for the participants	At the event and after	Documenting
Organizing the project meetings	Presenting the management, giving contact info	Right before the event: INFO meeting for the participants	Project plan
Managing the project: Scheduling	Checking that everyone has arrived	Build the event	Meeting memos
Managing team members	Giving the program of the event and guides	Greet the exhibitors and co-partners	Weekly reporting
Project plan	Dividing the tasks	During the day make sure everything goes as planned and scheduled	Event programs
Managing the event making process	Dividing the tasks	After: Deconstruction of the event place and thanking the participants	Final report
		Evaluation meeting	Final presentation
			Evaluation meeting memo

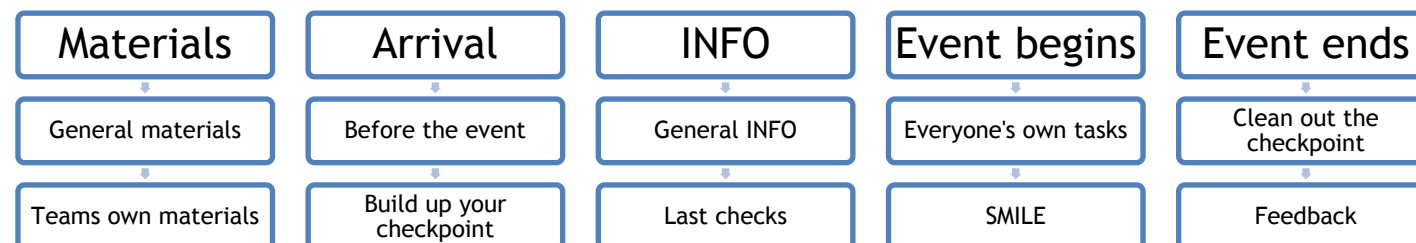
Event team

Event team consists of students from different fields of study. This was a way to ensure that every event would get new perspectives from students that specialized in particular fields. For example, if the event at hand was targeted to families with children, health care students brought their knowledge about child welfare to the mix alongside business students, who in turn brought their knowledge about managing projects.

Everyone in the event team attended weekly meetings that the project manager from the organizing team had scheduled. Everyone was expected to participate during these meetings. These meetings were also a way they could get together and inform others of their event task progress and contact sponsors from their professional field.

In every event held by Laurea Otaniemi, the event day was divided into checkpoints, lectures and other activities. Event team made a clear plan of the day's program and divided themselves into groups, each having their own responsibility area. These groups planned the activity, and would maintain this checkpoint on the event day. While planning the event, they would also support the marketing team by distributing flyers and posters about the event to their work places, for example kindergarten. The event team also made lists about the needed supplies for their activity during the event day. Reporting was considered important, and everyone had to update all documents to Optima (Laurea UAS' own space, where we would upload all files), not to forget write meeting memos at their own turn.

Event day lasts about three hours and there were technically five major tasks for the event team during the event.



Marketing & communications team and video making team

Marketing & communication and video making teams were responsible for the event marketing, inside and outside communication, communication channels, collecting feedback and after marketing materials gained during the event.

Before the event, the teams' tasks included making marketing materials for the event, for example posters and flyers. Layout was formed while brainstorming with the event team, and we also received help from a person who knew graphic design. We had to follow given guidelines for all marketing material that was to go public. For example, both World Design Capital organization guidelines and Laurea UAS Otaniemi "marketing material guide" had to be followed. These included strict rules about colors, fonts and styles.

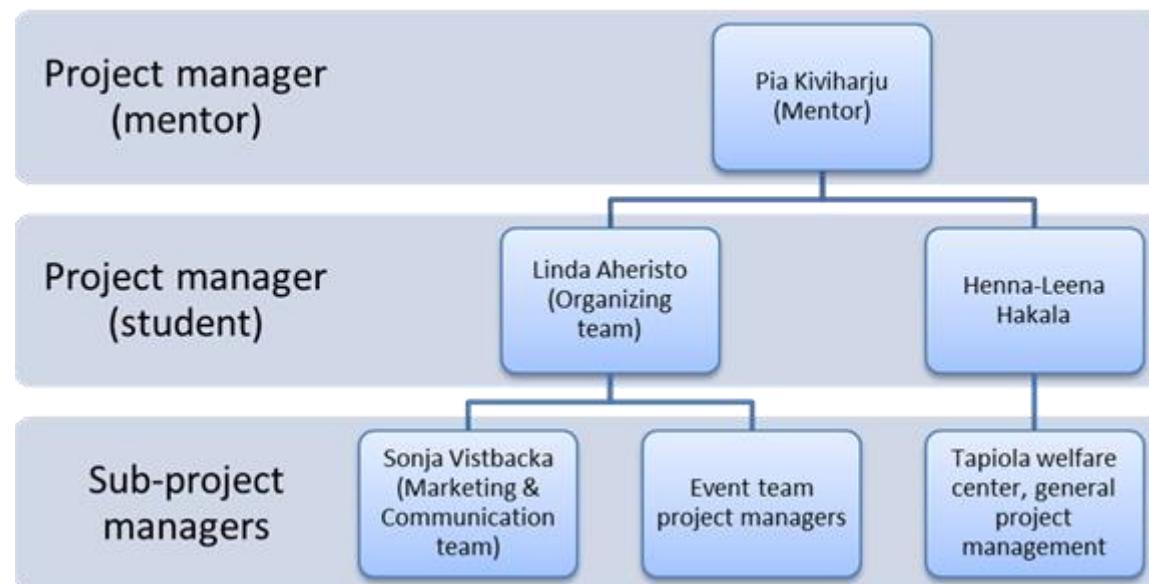
BEFORE THE EVENT	AFTER THE EVENT
Media Info	Collecting the feedback
Materials	Writing the article
Message for the school	Update website
Marketing materials	Update photo gallery
Dividing the tasks within the team	Update video sites
Update website	
Filming plan	

Communication channels needed in the Active Life Events Project 2012



Management

Example of how the project management can be created.



Project management team consisted of three major parts. The whole project's coordinator was mentor Pia Kiviharju. Student project managers were Linda Aheristo and Henna-Leena Hakala. Linda was responsible for the Active Life Events altogether; she also managed the organizing team that consisted of the project managers of these events. Henna-Leena was responsible for general management in the project altogether and she was also responsible for Tapiola welfare center. Sonja was responsible for marketing & communication team, which responsibilities included marketing the whole concept, including the Active Life Events and Tapiola welfare center

Project managers must work in several directions at once. Management is not about managing workers, but managing in different directions at once.



A project team is the primary resource available for a project manager. This is why a project manager's primary goal is to motivate the team and help them stay committed to the project whether the work is part-time or full-time. This is what managing the team means.

Most projects cooperate with other organizations such as suppliers, customers or partner organizations. This is why managers must be ready to settle conflicts and disagreements amongst the cooperative organizations and sometimes even the key stakeholders.

Managers must not take staff support for granted. Some of the staff may have to change how or where they work or balance with additional workload. Managers have to ensure the commitment and involvement of the staff by including them into planning and implementation stages and by providing training, support and back-up. This is mainly not a project manager's responsibility, but a manager can always try to help.

Many important decisions are made at the top management sector, which means that a project manager must influence the attitudes and actions of senior managers towards positive acknowledgement of the project. (Boddy 2012, 90-92)

Managing in four directions (Boddy 2002, 90)

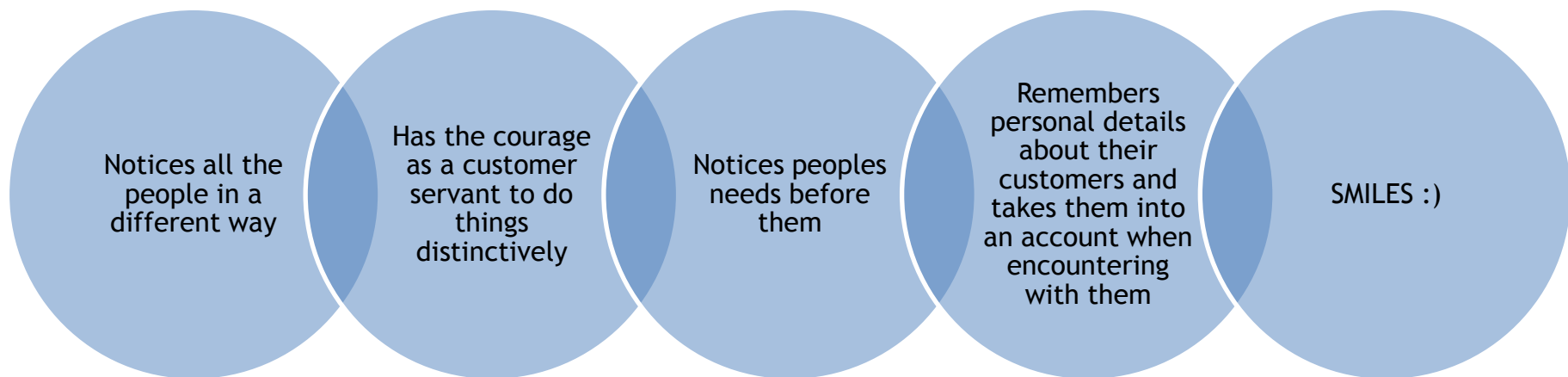
Timetable for the event making process

Starting of the project and research 2 weeks	Planning and marketing 8-12 weeks	Implementing	After work 2 weeks
Collecting project teams	Choosing the event date, place and time	Construction of the event place	Update event site; photos, video and news article
Making of the project plan	Creating the event day script	Informing of the staff	Thank you notes
Planning the service design process for the event at hand	Collecting sponsors and co-partners	Technology check	Send information asked to the customers
Learning of the theme of the event	Collecting staff and master of the ceremonies for the event	Deconstruction of the event place after the event is held	Collect feedback
	Marketing the event	Collecting the feedback forms	Evaluation meeting (service design process)
	Collecting materials for the event		
	Checking everything		

CUSTOMER EXPERINCE

A great customer servicer aims for great customer experience. When an organization has a brand that has, not only loyal customers, but also advocates their product or services, they have managed to create a great customer experience.

To improve the customer experience an organization needs to make sure that the quality of their customer service is good. This happens with a simple guideline; notice the person as an individual. (Valvio, 87-88)



Customer service is always performing. The customer servant has to remember both verbal and non-verbal communication when interacting with the customers. Verbal performance can be practiced but it is the non-verbal performance that sets aside the great customer servants. A few things to remember with the non-verbal presentation when interacting with the customers are your movement, facial expressions, eye contact and voice delivery.

A good customer servant knows how to treat each customer individually by adapting to their personality.

Make a memorable event day and surprise your guests!

Get a performer or a number that the guests don't know about before

Surprise them with give-away presents

Surprise them with the event place or decorations

Surprise them with non-traditional implementation

Surprise them with service spirit

Surprise them with food

Surprise them with a host

Surprise them by doing something fun together

Surprise them with the idea of the event

Surprise them with the theme of the event



ACTIVE LIFE FOR IMMIGRANTS 28.3.2012

Feedback form

🚩 Say your opinion on points below on the scale of 1 to 5
1 = Poor 2 = Okay 3 = Medium 4 = Good 5 = Excellent

Program	
Checkpoints	
Organisators	
Advertising	
Time	

🚩 Answer to the questions yes or no and explain your choice

Question	Yes	No	What/Why?
Did the event get you thinking about your wellbeing?			
Did you get ideas to improve your wellbeing?			
Did you get use out of the checkpoints?			
Did you get the info from the event..			
<i>via internet</i>			
<i>via friend</i>			
<i>via poster or a flyer? where?</i>			
<i>somewhere else? where?</i>			
Are you interested coming again?			

🚩 Overall grade from this event on a scale from 1-5

🚩 What happiness is to you?

Thank you for your feedback!



Student feedback form

Degree: _____

My duty in the event: _____

🚩 Did you get enough information from the event and your tasks before the event day?

🚩 How were the arrangements in this event handled?

🚩 How did you do in your own task in this event? Did you learn something new?

🚩 Is there something to improve in this event? Ideas, suggestions for development?

Overall grade for this event on a scale from 1 to 5?
(1= poor, 5=excellent)

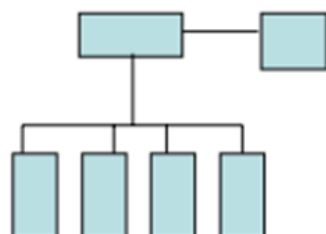
Thank you for your feedback!



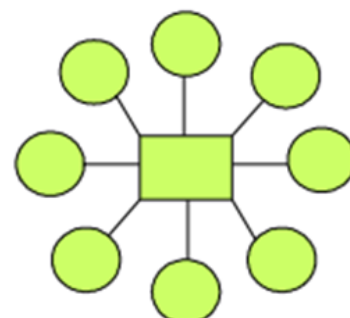
Appendix 2: The content of a project plan (Laurea project planning guide, 2009)

1. Name of the project
2. Background, starting point and project type
 - About a half a page of text that leads to the subject and describes the starting point
 - A short description of the project subject (what is done and why)
 - Is the project a part of some other project or continuation to some other project
 - Project type
3. The target organization
 - A description of the organization
4. Goals, results, benefits and instruments
 - Goals: What are the concrete targets and purposes of this project
 - The results written down in double rules
 - Benefits: How do you benefit from the project
 - Instruments: How and with which instruments are reaching the goals and quality of the project measured
5. Delimiting the project
 - Which part/function/area of the project are studied in the different subprojects
 - What is left outside
 - Other consumptions
6. Project organization and interest groups
 - A description of all the people, organization and quarters and their role in the project

Project organization:



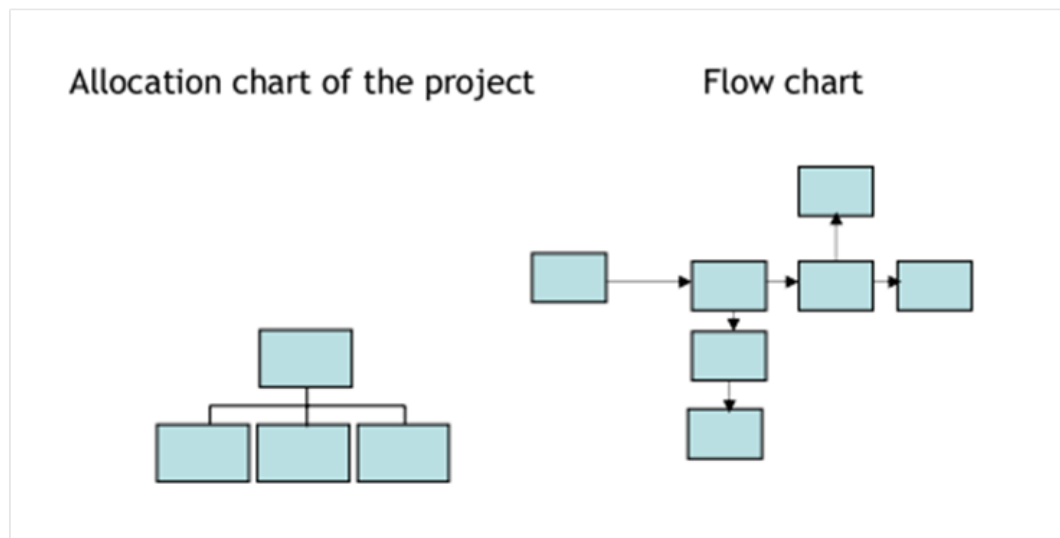
Interest group chart



Allocation of the project, list of the tasks, responsibilities, duties, schedule and operations

- Allocation of the project and short description of the subproject's tasks
- Gantt-chart

7. Budget



- A description and a preliminary calculation of the costs

8. Risks

- A hedging plan (a clear but short description of the risks, possibility 1-5, seriousness 1-5)
- Risk evaluation and risk management

Risk	Possibility	Seriousness	Risk management

9. Implements, reporting, notation and valuation

- A description which implements and communication tools are used in the project (reporting, meeting memos, updating the project plan, meetings etc.)
- How is the projects quality managed during the project?
- Which external and internal quarters are informed, why, when and how?