

Anna Shutko

PROVIDING BETTER USER EXPERI-
ENCE DURING EVENTS BY USING
DIGITAL SOLUTIONS
Case: InSite

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DESCRIPTION

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Author(s) Anna Shutko	Degree programme and option Business Management	
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Abstract <p>Nowadays more and more companies understand the importance of digitalization and use of new technologies. The commissioning company of this thesis being an Information Technology provider wanted to develop a service, which could enhance its service portfolio, creating an additional advantage for it at the same time.</p> <p>Thus, in this work a new concept of InSite service was developed for the Case Company by the combination of the expertise in mobile and computer technology and event management. In addition, the new service development topic was studied as it not only enabled to assist the company in enhancing its processes but to create the InSite service concept in a business-minded way. In the new service development part the service design tools, which will assist the Case Company in the future were presented. The theoretical framework was supplemented with data gathered with the help of qualitative research methods, such as observation, semi-structured interviews and benchmarking. Several mobile event applications were compared with the help of benchmarking, the author made an observation of the hockey game in and interviews were carried out with the event managers.</p> <p>As a result, the InSite concept was created and the use of new service development tools used was explained. The possible developmental suggestions were given for the Case Company and the future research directions were outlined. The InSite concept aimed at satisfying the needs of sponsors as well as increasing the event value for the event managers.</p>		
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CONTENTS

1 INTRODUCTION	1
2 EVENT BUSINESS AND ITS DIGITALIZATION	4
2.1. Event and event management process definitions.....	4
2.1.1. Conceptualizing the event: its components and typologies.	4
2.1.2. Structure of the event business: external and internal event stakeholders .	7
2.1.3. Event planning and risk management	12
2.1.4. Strategic marketing within events	14
2.1.5. Event sponsorship and other fundraising strategies	17
2.1.6. Post - event evaluation	19
2.2. Digitalization of the event management.....	19
2.2.1. General trends of the event business' digitalization	20
2.2.2. Stakeholder management and interaction digitalized.....	21
2.2.3. Event planning and risk management digitalized.....	22
2.2.4. Digital enhancement of marketing and sponsorship	23
2.2.5. Electronic feedback collection and analytics	24
3 NEW SERVICE DEVELOPMENT.....	26
3.1. New service development.....	26
3.1.1. Definition of service, NSD, service design and their attributes	26
3.1.2. New Service Design Steps and Techniques.....	29
3.1.3. Business Canvas Model.....	37
3.1.4. Value Proposition Design	39
4 CASE COMPANY PRESENTATION.....	42
5 RESEARCH PROCESS AND DATA COLLECTION.....	44
5.1. Types of research and the approach chosen.....	44
5.2. Data collection.....	45
5.2.1. Secondary data	45
5.2.2. Primary data	46
5.2.3. Limitations of the methods.....	48
5.3. Data analysis.....	49
6 RESEARCH RESULTS	51
6.1. Secondary data results	51
6.1.1. Basic features of mobile event applications	52
6.1.2. Special features of mobile event applications	54

6.2. Primary data results	56
6.2.1. Interviews with the event managers	56
6.2.2. Interview with audio video technology expert	61
6.2.3. Interviews with the Case Company managers	62
6.2.4. Observation	63
7 FORMING THE INSITE CONCEPT	63
7.1. The description of InSite application and service concept	64
7.2. Competitive features and stakeholder benefits	65
7.3. InSite creation process outlined.....	66
7.1.1. Review of the antecedent of the InSite concept	66
7.1.2. Accumulation of the needed knowledge of the sphere, the solution is being developed for	67
7.1.3. Detection of developmental possibilities and the reason why certain ideas were not implemented	67
7.1.4. Analysis of the Case Company’s internal connections, resources, structure, systems and future policy	68
7.1.5. Research on the existing mobile event applications and their features	68
7.1.6. Definition of the target customer segments and each segment’s needs, pains and gains.....	69
7.1.7. Development of the value proposition, that could address the needs, pains and gains of each segment	70
7.1.8. Combination of the knowledge about the Case Company with the previous findings: creation of Business Model.....	70
7.1.9. Refinement of Business Model with the New Service Development techniques	71
7.1.10. Identification of the future development direction.....	71
7.3. Obstacles in the development to be considered.....	72
8 CONCLUSIONS AND RECOMMENDATIONS	73
8.1. Suggestions for developing the company’s NSD Process	73
8.2. Reliability and validity of the research results	74
8.3. Suggestions for the future research	76
9 CONCLUDING REMARKS.....	76
BIBLIOGRAPHY	76

APPENDICES	81
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1 INTRODUCTION

Nowadays more and more companies understand the importance of digitalization and the use of new technologies which could simplify their business processes and enable to gather the information on their customers' needs more effectively.

The event managers make use of mobile applications and computer programmes in order to, on one hand, maximize the user experience of the attendees, collect the needed data about them, communicate marketing messages, and on the other hand, to effectively plan and carry out the events. As the job of an event manager requires a great deal of work on site, mobile applications have started to be used more frequently as they appeared to be convenient during the active working process. Multiple companies have started to develop digital solutions for the events, creating a new market niche at the same time.

The process of New Service Development of digital solutions for events (such as programmes or applications) has to take into consideration both the specifics of the event business and the customers' needs (customer can be for example the final user or an event organizer). Thus, practical mobile applications for both Business to Business and Business to Consumer markets can be created.

The interest of the author in this topic has arisen from her past working experience in the event business as well as from the willingness to gain a deeper insight into the current digital solutions' competitive features. In the author's opinion the process of New Service Development and the way a service concept could be created with the data gathered seemed challenging as well.

In this work the Case Company is an IT solutions provider, which was interested in the creation of the concept of a new service that would possibly diversify the company's service portfolio in the future, creating advantage for it at the same time. One of the company's managers came up with the idea of a digital solution for the event business. This idea was realized in a form of an application for the local hockey team.

However, it has occurred that the lack of knowledge of the event business and practice within this field did not allow the Case Company to develop the application further and to create more complex features for it. Thus, the author of this thesis has decided to attempt to create a new structured concept of the mobile solution and a service (with mobile application being its part) provided by the Case Company for the events (which was later named InSite concept).

In addition to that, during the course of her training in the Case Company, the author has realized that procedures of new service development could be enhanced and made more standardized in order to help the Case Company deliver new services to the market in a more effective way.

Consequently the first objective of this work is:

- To define and formulate the InSite mobile service concept and its features systematically and business-mindedly

Its definition will enable the author to fulfill the next objective, which is:

- To identify how the Case Company's new service development procedures can be improved in the future

In order to achieve the objectives set, the event business, the event as a process and the nature of interactions between stakeholders within it have to be described. The InSite concept will be formed with the use of the latest knowledge on how the New Service Development should be carried out, and the Case Company will be able to use the research results in order to develop its business solutions more effectively and commercially in the future.

The research was narrowed down, building up the following research questions, which were refined with the help of discussions with the Case Company's managers:

- How is an event carried out as a process?

- Who are the main stakeholders and what are their interactions within an event business?
- What are the features of the current mobile event applications and how those are represented in them?
- How is the InSite concept developed?
- What are the features which would create competitive advantages for the InSite concept to successfully commercialize it?
- How the Case Company's service portfolio development procedures can be improved for the future benefit?

These questions have to be consequently answered with the help of the author's existing knowledge, theoretical framework, as well as the information collected and analyzed with qualitative research methods.

At the beginning of the theoretical part, a number of limitations should be posed. The theoretical framework, describing an event as a process will concern only those topics which have, in the author's opinion, an important relation to the digitalization of the event business. Topics, such as, for example, logistics and human resource management will be excluded. As regards to the new service development part, the general process will be only outlined and an emphasis will be put on the new service design and relevant tools, which will serve best in the creation of the InSite concept or any other digital service of the Case Company in the future.

It is important to note that InSite will be created only as a concept, thus, financial calculations as well as the very detailed research on the prospective markets will not be performed. As well as that, neither will the legal issues concerning the copyright for the concept be specified. After its creation the concept should undergo the testing, in order to be proven to be viable and working, thus specific issues related to the further development of the concept will not be studied, however the future developmental direction will be outlined.

2 EVENT BUSINESS AND ITS DIGITALIZATION

In order to answer the research questions and create the InSite concept the nature of the event industry has to be understood. Firstly, the event as a process will be depicted, with the most important steps of it being defined and explained. This will give the reader an understanding of the processes within an event as well as the roles and actions of its stakeholders. The following theoretical section will also describe how the digitalization has changed the event industry in general and how the processes were affected by the use of mobile applications and computer programmes. A special emphasis will be put on the event mobile applications' features use in the event business.

2.1. Event and event management process definitions

Bladen et al. (2012) define an event as: “temporary and purposive gathering of people”. This definition implies that the people themselves are an inalienable part of the event. Consequently, the concept of event management has to be defined as it will enable to understand the principal role of the event organizer. Raj et al. (2009, 11) state that: “event management is the capability and control of the process of purpose, people and place.” With this definition the event is started to be seen as a purposeful human creation.

Roman Bliznyak (2010, 2) defines the event management as “an interaction between the subject and object, formation of the “performance” and its setting, creation of script, and its positioning, as well as the stakeholders' intercommunication”. From this definition it can be noted that the event itself includes multiple stakeholders.

2.1.1. Conceptualizing the event: its components and typologies.

From the above-mentioned definition of the event management it follows that events are “happenings with objectives” (Raj et al. 2009, 11). The event objective components are the building blocks of the event objectives. Raj et al. (2009, 12) conclude that these are the ‘C’s and ‘F’s’ of the events, which can be clearly identified from the diagram presented below (Figure 1).

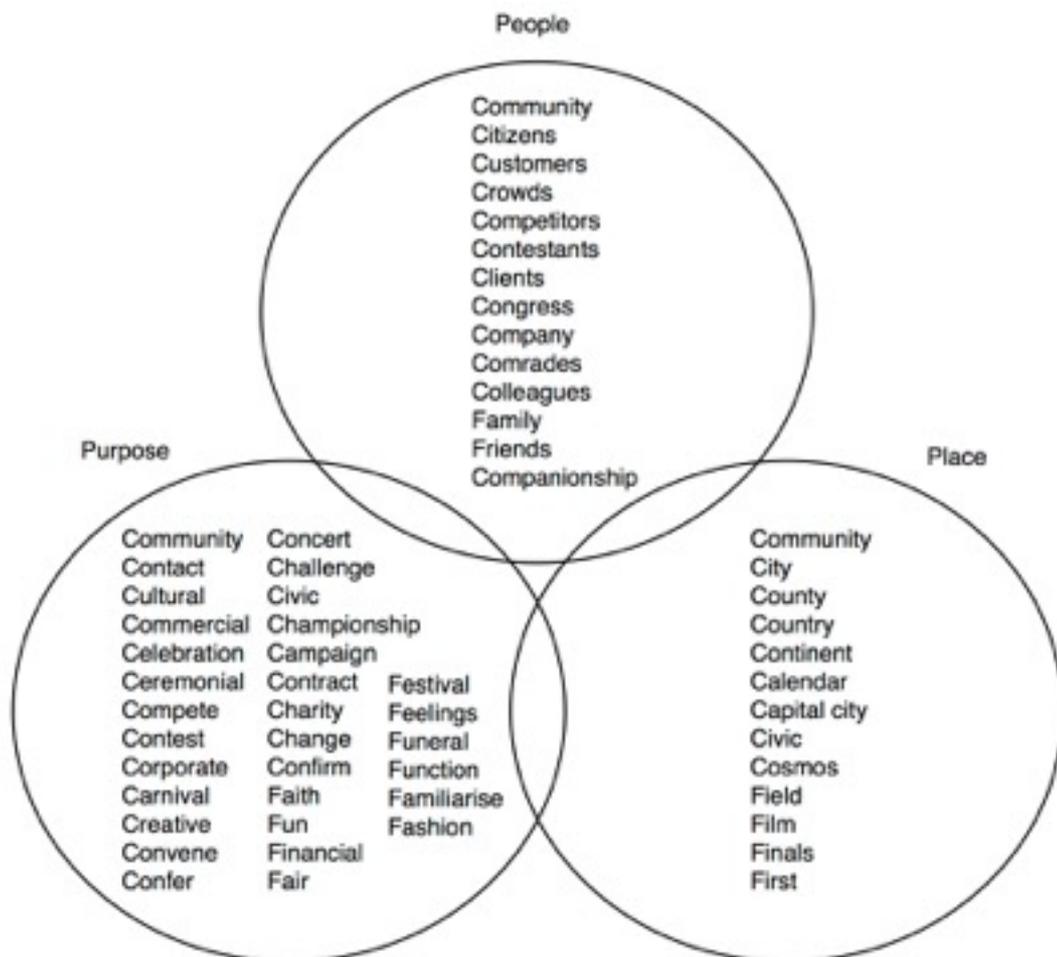


FIGURE 1. Event objective components — the ‘C’s and ‘F’s’ of the events (adopted from Raj et al. 2009, 12).

Consequently, the book authors state that we can attempt to classify events by their objective components in order to understand the range of events. The authors categorize events further in accordance with eight types of them, every type being formed by the combination of different event objective components presented above, the eight types being:

- Religious events
- Musical events
- Sporting events
- Personal and private events
- Political and governmental events
- Commercial and business events
- Corporate events
- Special events

(Raj et al. 2009, 13-18)

One conclusion from the authors' point of view is that all events involve a community. "This community can be local or international; it may be a certain business community or a cultural community" (Raj et al. 2009, 11).

In the author's point of view Roman Bliznyak (2010, 3), has categorized events in a more complex way, according to the aim they attempt to achieve, and defining three types of them being:

- 1) Working-sphere special events, which aim at knowledge and information exchange and are primarily oriented on cognitive reaction
- 2) Informational events, which are "packed" into the amusement programme with intention to achieve better perception and activity from the attendees
- 3) Events, which are aimed at the leisure time organization, communication and amusement with intention to generate social emotional impact.

Thus, it can be concluded, that different types of events have different characteristics and pursue different objectives. However it has to be noted that all of them, even varying in scale and complexity follow the predetermined process and involve stakeholders' participation in order to be successfully executed. In the following paragraphs the main elements of this process will be outlined in order to give the reader a better understanding of the event lifecycle. First the stakeholders of the event business will be defined, and after that, their interaction with each other will be shown with the description of the event process. In principle the event itself

has a circular nature with the process starting from the planning phase, continuing by the actual implementation with the marketing and sponsorship activities and being finished with the feedback collection step.

2.1.2. Structure of the event business: external and internal event stakeholders

In the beginning of the whole process, the event stakeholders have to be identified and their nature in the event business described. Bowdin et al. (2006) define the event stakeholders as “people and organizations with a legitimate interest in the outcomes of an event”. Stakeholders in general can be subcategorized into the external stakeholders, which influence the event, each stakeholder having a special nature of relationships with it and internal stakeholders, operating “within” the event as its structure, thus creating it.

External stakeholders

Interactions between external event stakeholders and the event itself are shown in the Figure 2 and these interactions are described in more detail below:

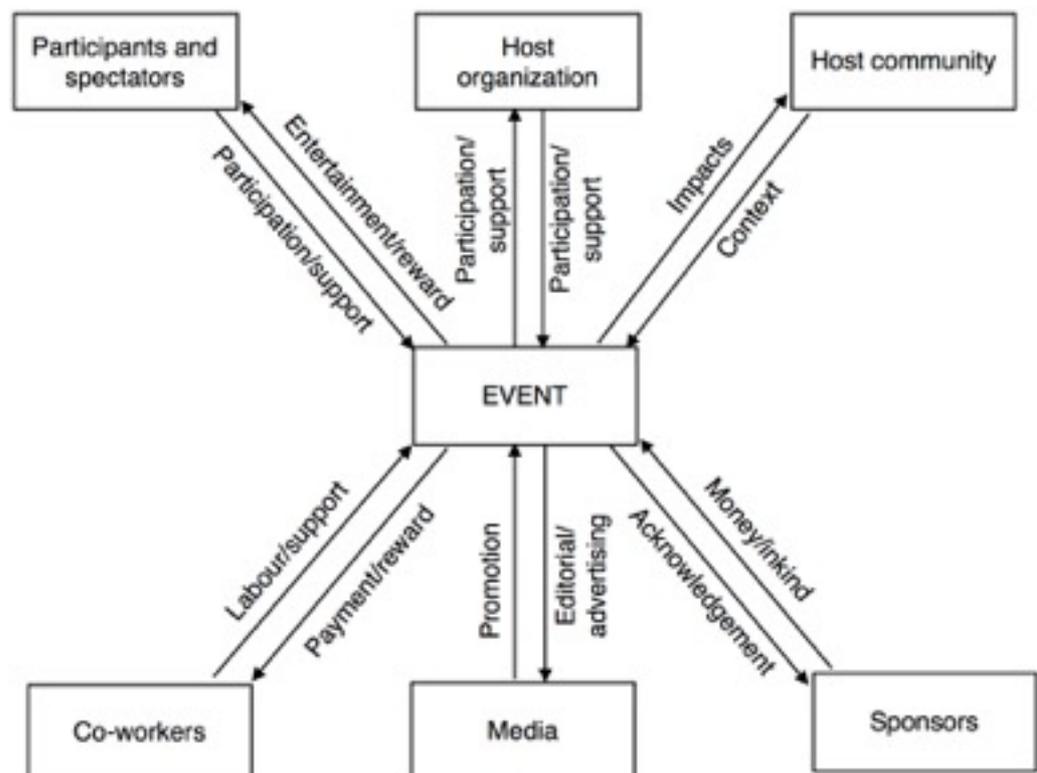


FIGURE 2. The relationship of stakeholders to events (Modified from Bowdin et al. 2006, 98).

Host organization

According to Bowdin et al. (2006, 99-101) host organization can be represented by the *government sector*. Shone and Parry (2013, 52) mention that the government sector in Europe consists of European Union's and national government departments, which are responsible for sport, tourism and other spheres, depending on the type of events held (e.g. cultural sphere).

The scope of each event is connected to the government body supporting it. For example, during the New Year Celebrations held in Sydney, fireworks for the event were sponsored by the City of Sydney, which represented the government sector in this case. On a smaller scale local authorities may play a significant role in sponsoring and supporting the event (Van der Wagen & White 2010, 5).

Governments support or create the events for a range of reasons, such as, for example, the delivery of their own services (e.g., Department of Culture, Media and Sport). Their objectives can as well be achieved (for example, VisitBritain, which operates as a national tourism agency, increases the tourist visits in the following way by supporting the local events and consequently generates jobs for the locals) (Bowdin et al. 2006, 99).

Host community (local community)

Bowdin et al. (2006, 101) mention, that mood, needs and style of people in a community will determine the event environment, thus a careful interpretation of those moods and needs is a crucial factor, the successful outcome of an event. The current challenge for many events is how to express the uniqueness of communities in an increasingly globalized world. With the development of new technologies local events, (which are in most cases highly depend on the community) can receive global coverage, and increase their impact (Bowdin et al. 2006, 102).

Sponsors

According to Skinner and Rukavina (2003, 2), sponsorship of events can be defined as “a mutually beneficial relationship most often between a corporation and event or rights holder, for the purpose of enhancing a service or a corporate brand”. Tangible benefits, as well as effective channels for the delivery of those benefits must be provided for sponsors in order to attract them. Events are viewed by companies as a tool to increase brand awareness and drive sales, as well as to get opportunities for building successful relationship with other partners or customers. In the nowadays’ setting sponsors are viewed as partners and some of the best ideas for the joint marketing campaigns as well as for the possible future events arise from those partnerships (Bowdin et al. 2006, 104).

Media

Media in the event business can be represented by both the traditional media (e.g. cable television, radio, movie, newspapers, magazines, books) and new or digital media (e.g. websites, blogs). The way events gain exposure was revolutionized with the leverage from the media and in addition to that new revenue channels were created. Thus, television rights’ fees as a major source of revenue for events emerged when the London Olympic Games were first broadcasted. Their event commercial value has highly increased with their media coverage. The way events are marketed and experienced was as well influenced by the available technology (e.g., instant replays on bigger screens during the major sporting events). It is important for the event organizers to consider the needs of different media groups, which would, in turn, enable the event to get the branded image and help highlight it from the new perspective (Bowdin et al. 2006, 105-106).

According to Solaris (2014, 18-19) engagement of an event with social media can help in several ways. Thus social media can boost sales, the level of satisfaction and cut customer service costs. According to the survey, mentioned in one of his publications, 83% of the respondents used social media in at least 5% of their annual events, with the percentage projected to grow in the long run.

Co-workers

Co-workers as a part of external stakeholder's system represent the internal stakeholders group, which will be discussed in more detail later in this work. In case we look at the co-workers being one event organization, represented by event organizing team according to Shone and Parry (2013, 274-276) the organizational structure within this team can be complex, consisting of both full time workers, who usually occupy managerial positions and part-time workers, employed to assist only for the duration of the event.

Participants and spectators

The event is intended for participants and they determine its success or failure. An event manager has to be mindful of this segment's needs. More sophisticated needs are addressed and they imply that the event has to be made special and connected with emotions. The Internet has affected the ways events are experienced with participants finding the information about the event before their arrival and re-living the experiences after the event, thus the role and impact of an event attendee has changed. By understanding the influence of psychographics and the event audience's influence on the event's concept, managers can tailor their events more adequately to the needs of the participants (Bowdin et al. 2006, 106-107).

Internal stakeholders

Internal stakeholders are affecting the way in which an event is being carried out and determine its nature. These can be companies, which act as direct event suppliers, organizations, responsible for the event execution process, professional associations or industry government bodies.

Event management companies

Event management companies are professional groups or individuals that organize events on a contractual basis on behalf of their clients. For example, Microsoft Corporation can contract an event manager to stage the launch of a new product. The specialist companies often organize a number of events concurrently, and develop long-term relationships with their clients and suppliers (Bowdin et al. 2006, 23).

Event Organizations

Events are often staged and hosted by organizations, which may be event-specific bodies (Harrogate International Festival) or special teams within larger organizations (ITMA 2003 within The NEC Group) (Bowdin et al. 2006, 23). This type of stakeholders can also be represented by in-house event teams and project teams within the companies, that are putting on the event. According to Shone and Parry (2013, 54), these organizations can be classified in accordance with the nature of services they provide, thus being Production, Distribution, Venue Services, and Ancillary Services.

Event industry suppliers

The growth of a large and complex industry has led to the formation of a wide range of specialist suppliers. These suppliers may work in areas which are directly related to the event management business, such as staging, sound production, lighting, audiovisual production, entertainment and catering, or they may work in associated areas, such as transport, communications and accounting services (Bowdin et al. 2006, 24). It is also worth mentioning that specific events may require particular goods or services to be supplied constantly, for example in football games Nike or Adidas provide sporting equipment kits for teams on a long-term contractual basis and get sponsorship benefits in return (TSMplug.com 2014).

Industry associations

The emergence of event industry has led to the formation of professional associations, which provide networking, communications and liaison within the industry. These can include associations, specializing in the arrangement of, for example, special conferences or exhibitions (Bowdin et al. 2006, 24). A fine example of these associations working in collaboration with each other can be represented by the Event Industry Alliance (EIA), which is a business created by three event industry bodies – Association of Event Organizers (AEO), Association of Event Venues (AEV) and Event Supplier and Services Association (ESSA) (EventIndustryAlliance.com 2015).

Regulatory bodies

As events nowadays take place in the environment with increased regulation and complexity it was noted by the book authors that external regulatory bodies were formed, in order to foresee the events' safe staging. These bodies have an integral relationship with the industry and review the laws governing it (such as employment contracts, safety on the workplace and taxation) (Bowdin et al. 2006, 25).

2.1.3. Event planning and risk management

After the stakeholders within an event were defined, their role in the actual process of event management can be better understood with the description of this process, which starts with planning. Risk management is another important area to be examined before the actual event is arranged as it enables to avoid many potential dangers the event might face and some stakeholders can experience losses in case unplanned risks occur.

Event planning

Event planning enables to determine where the organization is at the moment, what it is best advised to do in the future and which strategies have to be implemented in order to achieve the desired goal. Raj et al. (2009, 25) cite Watt (1998, 9) when defining the seven stages within the event, related to the planning process, which are:

- 1) Idea proposal
- 2) Feasibility study
- 3) Aims and objectives
- 4) Implementation requirements' composition
- 5) Implementation plan
- 6) Monitoring and evaluation
- 7) Future practice

Firstly the ideas and proposals are screened and more detailed aims for the event are being defined. All the concepts of the possible event are projected on the special "screens", them

being marketing, organizational and financial understanding on whether the event can be carried out or not is thus gained.

In case the event has never been carried out before it is highly advisable for the event organizer to contact all the event stakeholders and as well implement the feasibility study (Bowdin et al. 2006, 118). Feasibility study includes an overview of the market issues (defining the market size and its dynamics), organizational/technical issues (defining the responsible managers, staffing and cooperatives and needed technology as well as its implementation and costs) and financial issues (start-up costs, operating costs, revenue projections and break-even points calculations) (uwcc.wisc.edu 2015).

After the feasibility study the event management team can proceed with the planning, defining more specific objectives for the event. A draft outline plan, which includes the environmental search, (e.g., competition and stakeholder analysis) supplemented by information gathering on the dates, venues, staffing and prospective costs and revenues is being prepared at this stage. As regards to the implementation requirements' composition and implementation planning stages, a financial plan (which includes e.g. budget, sponsorship, investment and cash flow information), a marketing plan (e.g., research, marketing activities, promotion and public relations) and an operational plan (e.g., team management, logistics, equipment and production schedule) being drawn up (Shone & Parry 2004, 83)

The above mentioned plans are followed by the actual organization of the event (activities and deadlines being scheduled) with constant monitoring of it, followed by feedback collection and handling the event over (Shone & Parry 2013, 120). These activities concern stages 6 and 7 of the Watt's planning process. Feedback interpretation enables to enhance the guidelines for future practice (Raj et al. 2009, 26).

Risk management

As it was already mentioned, risk management is a crucial part of the planning process, as it enables to eliminate the possible dangerous impact and thus reduce both dissatisfaction and costs. According to Shone and Parry (2013, 222) risk tends to fall into the following four groups:

- 1) Economic risks (financial losses, lack of sponsorship or grant support)
- 2) Performance risks (failure of an event due to e.g. booked entertainers or competitors not turning up)
- 3) Psychological risks (location, venue experiences or previous event reputation)
- 4) Physical Risks (danger to the public or participants, health and safety problems, security difficulties)

After the risks are identified and calculated, the team can proceed with the strategic marketing for the events.

2.1.4. Strategic marketing within events

Marketing in the event business does not only mean the event promotion, but it is a logical sequence of several steps, which form a structured way of thinking, that enables to achieve the goals set. Kotler and Keller (2012, 28) define marketing as “identifying and meeting human and social needs profitably”. The job of a marketer has become more meaningful and sophisticated with strategic marketing management, which can be better understood by five complex and interrelated processes within it, them being: definition the organization’s business, mission and goals, framing of organizational growth opportunities, formulation of product-market strategies, budgeting marketing, financial and production resources as well as developing reformulation and recovery strategies (Kerin & Peterson, 2010).

The need for sound strategic marketing practices can be dictated by the following reasons:

- Sponsors can be convinced that a particular event is the right marketing investment
- Governments find the events with the following practices well-established worth their financial assistance
- Event stakeholders’ needs have to be taken into consideration (e.g. community, consumers, etc.) in order to reach the desired satisfaction level
- Target market needs have to be satisfied in order for the event to meet its objectives

(Bowdin et al. 2006, 181)

Events as 'service experiences' and their effect on marketing

In order to gain a deeper understanding of what attributes does an event possess and what is required for its successful marketing the events can be viewed as services as they share many common characteristics. Shone and Parry in their book “Successful Event Management: a practical handbook” suggest that an event, when viewed as a service, contains the following elements, which can be seen from Figure 3.

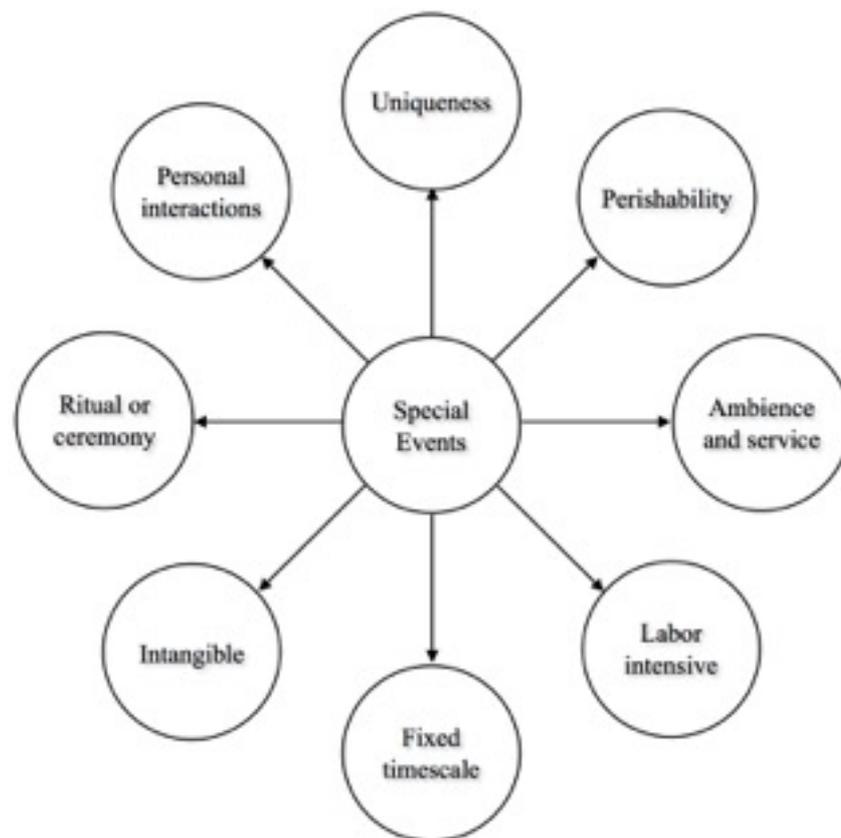


FIGURE 3. Characteristics of special events as a service. (Modified from Shone & Parry 2013, 20).

In addition to that in order to consume a service we must experience it. The way in which an event is experienced can vary daily or each year, depending on when it is staged. The experience quality is highly influenced by a combination of multiple factors, thus a challenge faced by marketers and event managers is how to manage those variations in quality. An idea of what an event experience will be like can be represented by the tangible marketing attributes,

such as, for example, posters or event programmes. All the above-mentioned service characteristics have an impact on event services' marketing mix (Bowdin et al. 2006, 182).

- promotion (the event product experience and its programming, namely the event components) and packaging
- people (represented by stakeholders, cast, and audience)
- place (physical setting where the event is held or tickets are sold), processes (queueing, etc.), physical setting (venue layout related to customers' needs)
- price (exchange value for the event experience)

(Bowdin et al. 2006, 182)

Promotion: planning event "product" experience, programming and packaging

Bowdin et al. (2006, 209) state that the actual "product" of an event is the set of intangible leisure experiences and tangible goods, designed to satisfy the market needs. Event has similar service characteristics, thus event creation, planning and delivery are more similar to that of the services'. It is important to note that in order to successfully deliver this "product", the event should reflect its mission, desired specific level of quality and the revenue objectives of managers. Event packaging is currently one of its most underdeveloped elements. It can include, for example, either a service bundle (e.g., food, beverage and merchandise) or accommodation, transport and other regional facilities (Bowdin et al. 2006, 211-212).

People

Many successful events have solid partnerships and strong links between their supporters, following the principles of relationship marketing. Such partnerships between the event and both its external and internal stakeholders attract resources to plan, manage and evaluate event's marketing strategies. (Sb).

Place

Bowdin et al. (2006, 214) define the place, being the venue and the place at which consumers can purchase their tickets (ticket office). The physical setting, or the venue is crucial to the satisfaction of the event customer as most services of it are included in the marketing mix. As regards the ticket sales, both on-site and online distribution are considered to be “places” of the event. With the leverage from the Internet on-line services, customer’s purchase process is eased and the revenue is maximized. (Sb.)

Price

As events are deliverable experiences, differences in pricing depend on the target market (whether it is a mass market, with lower price or smaller elite niche markets where the price is a bit higher) and the quality of experience delivered to that market. A perceived value of the event (the sum of perceived benefits minus perceived costs) influences the ticket price. In order to achieve the desired objectives three pricing strategies can be used, namely:

- revenue-oriented (charging the highest price a market will pay)
- operations-oriented (balance of demand and supply introducing cheaper prices during low demand and higher prices when the demand is high)
- market-based (pricing is linked to alternate event packages)

(Bowdin et al., 2006, 213)

A clear link between packaging and pricing of the event exists, thus when an event takes several days, there is a particular price for people who stay one day, and another one for those, who stay for a longer period of time (Bowdin et al., 2006, 213-214). A fine example of such an event with differential pricing and special packages can be Jurassic Rock Music Festival (tiketti.fi 2014).

2.1.5. Event sponsorship and other fundraising strategies

In this part, sponsorship as a powerful resource-bringing tool will be described, with its definition, objectives and types outlined. Apart from sponsorship it is also vital to consider that an

event can obtain financial support with the number of other fundraising strategies. The choice of strategy depends on the type of the event as well as the objectives it wants to achieve.

Event sponsorship and sponsorship strategy

Bowdin et al. (2006, 228) give the following definition of sponsorship: “Sponsorship is the purchase (either with cash or in-kind support) of exploitable rights and marketing benefits (both tangible and intangible) that arise from the direct involvement with the personality/ player, special event, programme, club or agency”. In-kind sponsor (e.g., radio or television) can provide promotion rather than direct funds. Sponsors, while supporting an event in financial terms, often seek the following benefits:

- Access to the target audience niche/specific markets
- Corporate/brand image enhancement
- Influencing customer attitudes about a particular service/brand
- Associating product/service with a particular lifestyle
- Improving relationship with distribution/channel members
- Demonstrating product attributes

The sponsorship strategy follows several consecutive stages. Firstly event organizers have to consider, what type of synergy the event attendees can have with the corporate brands. This implies brainstorming what and how the sponsorship values can be proposed as well as thinking about possible partnerships that may arise from the collaboration within the event. Profiling the event audience, creating the event’s asset register and building up the sponsorship portfolio are important steps in the process. In order for the terms and conditions of sponsorship to be satisfactory for both parties the negotiations and consecutive contract composition takes place. After the event has come to its close-up the measurement and evaluation part is crucial as it will provide valuable feedback (Bowdin et al. 2006, 239-254).

Other fundraising strategies

Apart from obtaining commercial support from sponsorship, several other ways of event financing exist. *Ticket sales*, which bring the big part of revenue provide the event with direct

cash. This fundraising strategy can cause many concerns connected with the pricing. Thus, the ticket pricing has to be carefully adjusted with break-even point calculations taken into consideration. Another source of cash is the *sale of merchandise* on-site. Events can provide many opportunities for merchandise sale and it also provides the element of tangibility within the event. Another benefit of merchandise sale is that an event gets the possibility to offer advertising space for sponsors. *Donations* are sums of money, given to an organization which do not require any privilege or service in return. The usual recipients of donations are charities. *Broadcasting and naming rights* can serve as an important commercial revenue source especially for large - scale mega events. When obtaining those rights many legal issues have to be carefully considered and sponsorship packages prepared (Raj et al., 2009, 161-164).

2.1.6. Post - event evaluation

Event evaluation is an important element, which follows the planning phase and the actual event execution. The feedback obtained both from the stakeholders operating within the event business and attendees can provide information whether the event has achieved its own objectives and sponsorship objectives and help adjust the strategies which will be implemented by the event organizers in the future (Bowdin et al. 413-416).

Evaluation of attendees' experiences will as well show that the audience's opinion is important. Post-event media releases should be monitored and feedback from the external stakeholders should be taken into consideration as it will help to see the "external" picture of the event and help understand how it should be better positioned in the future (Bowdin et al. 427-429).

2.2. Digitalization of the event management

The main effect new technology had on all the stages of the event management was the simplification of its processes. All the actions, which were done in order for the event to be held have become automated or operated with the help of digital solutions, such as computer programs or applications. This has allowed the event organizers to focus on the actual value, which is created during every stage of the event conduction process instead of thinking how exactly the particular stage should be carried out.

In this theoretical part firstly the description of trends fostering changes in the whole event industry will be discussed, and then the topic will be consequently narrowed down to the way the stakeholder management, event planning, marketing communication, sponsorship and feedback collection have changed with digitalization. The functions of event mobile applications will as well be described.

In principle, all the solutions available on the market can be subdivided into B2B (Business to Business) solutions and B2C (Business to Customer) solutions. B2B solutions assist an event manager or event organization to plan, carry out the event successfully and collect feedback from it and B2C solutions help in communicating marketing messages to the audience more effectively. The B2C solutions are mostly represented in the digital enhancement of marketing and sponsorship parts and they are used during the actual event, when the communication with the attendee is most active.

2.2.1. General trends of the event business' digitalization

The duration of the event will be extended, with the help of social networks as audience will be kept in touch on the pre-event, event and post-event basis, thus, even in case the occasion is held once a year, brand image will still be communicated continuously. This would lead to the need of creation of interesting and valuable content in multiple social networks on a constant basis. Another impact of the technology on the attendee engagement is that non-attendees, or people who do not attend the event physically, can still be involved in an experience as they can watch the event through the online streaming and obtain information about it on the Internet (International Association of Exhibitions and Events, 2013, 7-9).

The engagement between the attendee and the event will become deeper with the increased use of applications. For example, Crowd Mics application, which turns a phone into the microphone was already actively used in Question and Answer sessions in 2014 and more companies are expected to use it during their events. The implementation of following technology has two benefits: on one hand the participant receives better event experience, feeling more involved into the event psychologically by being able to express his opinion and on the other hand the attendee is in control by the event as the application he or she is using is controlled

by the event organizers. More and more of solutions like this are expected to emerge (Event Industry Trends Report 2014, 7, Crowdmics.com 2015).

Another interesting finding was the research on current mobile event solutions, carried out by Julius Solaris (2015), which was presented in the form of the white paper “Event App Bible”. In this research, multiple mobile event application providers were asked about the features their applications can offer to the event manager, those features being described in more detail. In addition to that, the way, how an Event Manager can choose the application, which would be suitable for his event was presented. This theoretical material served as a foundation of the author’s benchmarking of the event mobile solutions, presented later in this work and enabled to outline the most important features and functions of the applications (Solaris, 2015).

2.2.2. Stakeholder management and interaction digitalized

Event applications have strengthened the connection among various stakeholder groups, for example, media, event management company, event attendees and sponsors, who act as partners.

Participant interaction has become simpler with specific application features. Personal profile which contains the main information about the attendee and his/her contact details can be created in the application and shared with other participants. Some solutions (e.g. xFocus) are created as a combination of a badge with the attendee’s personal barcode and a mobile application which can read this barcode and reveal the information about this attendee (xfocus.co, 2015). In case an attendee gains new connections he or she will get more value from the event, which is very important for the event organizer.

Communication between the event organizer and the participant was intensified. During the event a visitor can participate in a poll or inquiry with the results revealed within an application after the event is conducted. These polls’ creation has several benefits: a participant feels involved in the process and that his or her opinion is valuable. Moreover, these polls generate valuable data for event organizers. Users can choose the most active speaker with leader-

boards created in real time (LifeCube, 2015) In addition to that the exhibitors can be rated and reviewed (Double dutch, 2015).

Attendees' management during the actual event was enhanced with the help of the navigation services. Maps, conference agendas, itineraries, calendars, floor plans and wayfinders have assisted during the conferences. Providing on-line check in and distribution of tickets electronically was eased with the applications, in which tickets are to be purchased or shown. Summaries of each speaker's performance are distributed with the help of the mobile solutions as well. News feed can be created by the attendees, who get the possibility to upload the content and comment on the postings of others (Event Industry Trends Report 2014, 12).

Event co-workers can as well be managed with the help of applications. Speakers and performers can create their profiles and communicate changes in their schedules to the event organizers. Thus, event managers take full control of the event and are able to take necessary action on time in case the event programme has to be changed. This has resulted in the better management process with no speaker being forgotten and the need of everyone considered with the workload of an event manager alleviated (SpeakerStack.com 2015). Team planning applications, which enable to assign the tasks among the team members are described more in the Event Planning section of this chapter.

2.2.3. Event planning and risk management digitalized

Nowadays many of event planning applications include scheduling functions such as multi-task lists. Tasks created there can be divided by the departments and carried simultaneously with the event manager monitoring the whole process and adding/editing the jobs to be done in real time (TwentyFourMe, 2015). As well as that every member of the crew is able to comment on the record, or correction made by the other participant and the whole team will see this remarks (Asana, 2015).

Functions of some digital solutions can be customized depending on the programme of the event: for example in case attendees have to be seated, possible seating layouts can be presented and the number of places needed calculated (Super Planner - Event Planning App, 2015).

As regards to the risk management, the calculation of risks within the application is possible, with them being categorized. The probability of risk can be inputted and the budget, needed to cover those risks will be estimated in an application (Eventum premo, 2015).

2.2.4. Digital enhancement of marketing and sponsorship

As *strategic marketing* implies a deeper insight into customers' preferences and building up the strategy in order for them to receive personalized marketing messages with applications' functions enabling to do this. Messages, which contain only relevant information for an attendee, and which are sent on time tend to have higher response rates. Thus the marketing campaigns are directly targeted at people who are interested in a certain type of events. Timely alerts about an approaching event or meeting in an application are convenient for the attendee and the event organizers do not have to act as an "annoying reminder" when they want to remind about the event. An application is a powerful tool, which can redirect the user to the other sources (e.g., to the blog or a webpage) in order to enhance the promotional process of the event (Genie-connect, 2015).

Sponsorship within the applications has a number of benefits which are directly connected with the sponsor's needs. Firstly the sponsor's logo or pop-up banner can be featured in the application, giving the more exposure. A more complicated involvement can be done with the sponsor creating the polls or questionnaires for the audience. These questionnaires can reveal the valuable information for the sponsor. It is important that the advertisements are not perceived as an annoying element, thus at best a Beacon technology can be implemented. This technology ensures that banners of different sponsors appear at the right time. For example, in case the attendee passes by the stall where the partner's shop is located, a banner with the discount coupon from that sponsor can pop up in the application. This would not only make the attendee pay attention but might also lead to the actual purpose (Ranger, 2014).

"Engaging attendees in fun contests not only creates an enjoyable experience for them, it creates a thorough consumer profile highly valued by sponsors". A game within an application which assigns points to users for visiting sponsoring vendors' booths, or web pages can be created to maximize the experience (Osipova, 2014).

Sponsor's flexible payment opportunities within an application, such as pay per click or pay per impression make it more convenient for them to pay and to make sure that their message gains exposure as well as to measure this exposure (Genie-connect, 2015).

2.2.5. Electronic feedback collection and analytics

The speed of feedback collection has increased with the answers being directly collected right after the event session or the event itself. Feedback can be collected in a number of ways and as it appears in the digital form the process of interpreting it is made easier as well. Sponsors can create their own polls and thus the needed information is delivered directly to them. New digital tools (such as Explori, Satsum and Satisfy) highlight only what is important for the event professionals, enhancing the future procedures (Event Industry Trends Report 2014, 14).

Advanced analytics have made it easier to process the information faster while getting the meaningful results easier. A detailed analysis, such as in, for example, Event Edge digital solution can be performed on how users are interacting with the event (Event Edge, 2015)

In conclusion of this theoretical chapter the necessary information about the event management process was gained. The main stakeholders were identified and it has given the author a preliminary understanding of what the potential stakeholders involved in the InSite service might be in the future. The way events are planned allowed to deeper understand the whole complexity of the process and gave the author some ideas on which of the event manager's tasks can be alleviated. The theory about risk management has categorized the risks and allowed the author to gain knowledge on how those risks can be alleviated according to their categories.

As the chapter addressed all the important parts of event management, such as planning, risk management, strategic marketing, sponsorship and feedback collection and the digital enhancement of those, the author was able to see how exactly those processes have changed and what the possible direction for the further development might be. In addition to that the digitalization part has led the author to an idea, that in the empirical part the way how exactly par-

ticular features of event mobile applications facilitate particular processes within the event management should be studied.

The whole theoretical framework has assisted in the creation of the questionnaires for the event managers and the author was able to use the professional forms, presented in the text. The employer of the this thesis will be able to gain an understanding of the important aspects of the event cycle and how those aspects are interconnected with each other in the whole system. The next theoretical part will outline the process of new service development and the stages of new service design and the techniques which assist in the development of the concept will be mentioned.

3 NEW SERVICE DEVELOPMENT

3.1. New service development

Nowadays the Western economy has shifted from market-driven products towards services and experiences. This shift was followed by the consequential emergence of the new service development as a process (hereinafter NSD) (Fitzsimmons & Fitzsimmons 2000, 1).

In this chapter the definition of a service as well as the descriptive model of the NSD process will be given. After that the new service design process as a part of the developmental process will be mentioned in more detail. The techniques, which allow to first successfully gain insight into customer's preferences and then represent the ready concept logically (such as Business Model Canvas and Customer Value Map) will be outlined.

Furthermore, managers of the Case Company will be able to use the mentioned techniques and canvases later in the course of business in order to establish further procedures for successful new service development.

3.1.1. Definition of service, NSD, service design and their attributes

The definition given by Kotler and Keller (2012, 192) suggests that service is “any act or performance one party can offer to another that is essentially intangible and does not result in ownership or anything”. Apart from the lack of ownership the service possesses the following characteristics, which distinguish it from the product:

- Intangibility (the service can be neither touched, nor tangibly held)
- Inseparability (services cannot be separated from the service providers and they are consumed at the same time)

- Perishability (services last a specific time and cannot be stored, is developed and used at a time)
- Variability (services are highly variable because the quality depends on who provides them, when, where and to whom)

(Kotler & Keller, 2012, 193-194)

As the InSite is planned to be developed as an electronic service, additional special features of this type of service have to be considered. Taherdoost et al. (2013, 205) claim that characteristics, possessed by the traditional services are even more vividly expressed in the electronic services. The authors define the following characteristics of e-services:

- Process nature (Customers have to follow various processes to get the electronic services e.g. e-financial, e-insurance, e-banking services)
- Non - ownership (In order to access and use the system, users rent the right to contribute in the particular network, e.g. banking, but not own it)
- Interactive nature (The interplay between firms and customers with the help of a programme/application interface)
- Self-service (No direct assistance from or interaction with a human service agent)
- Non-rival in demand (Consumption can occur simultaneously without reducing the other consumer's utility)

These characteristics of services and additionally the characteristics of e-services, differentiating it from the product lead us to the idea that a service creation's process is different from that one of a product development. The NSD was defined by Bernstein (1994, 84) as "process of comprising the set of activities executed to create a new or enhanced customer service".

Finally, the new service development is "the set of stages and activities, actions, or tasks that moves the project from the idea stage to final launch" (Cooper et al., 1994).

The author supposes that the NSD as a process can be best understood by the models, which were created specifically for it. These models can be divided into three categories:

1. Partial models, which are concerned only with portion of the entire NSD process

2. Translation models based on the Booz et al. (1982), for example, NPD BAH model
3. Comprehensive models, that attempt to represent the NSD process holistically

(Fitzsimmons & Fitzsimmons 2000, 10).

In author's opinion a comprehensive model gives a deeper understanding on the New Service Development process. This model, originally developed by Scheuing and Johnson (1989) is presented on the Figure 4 below:

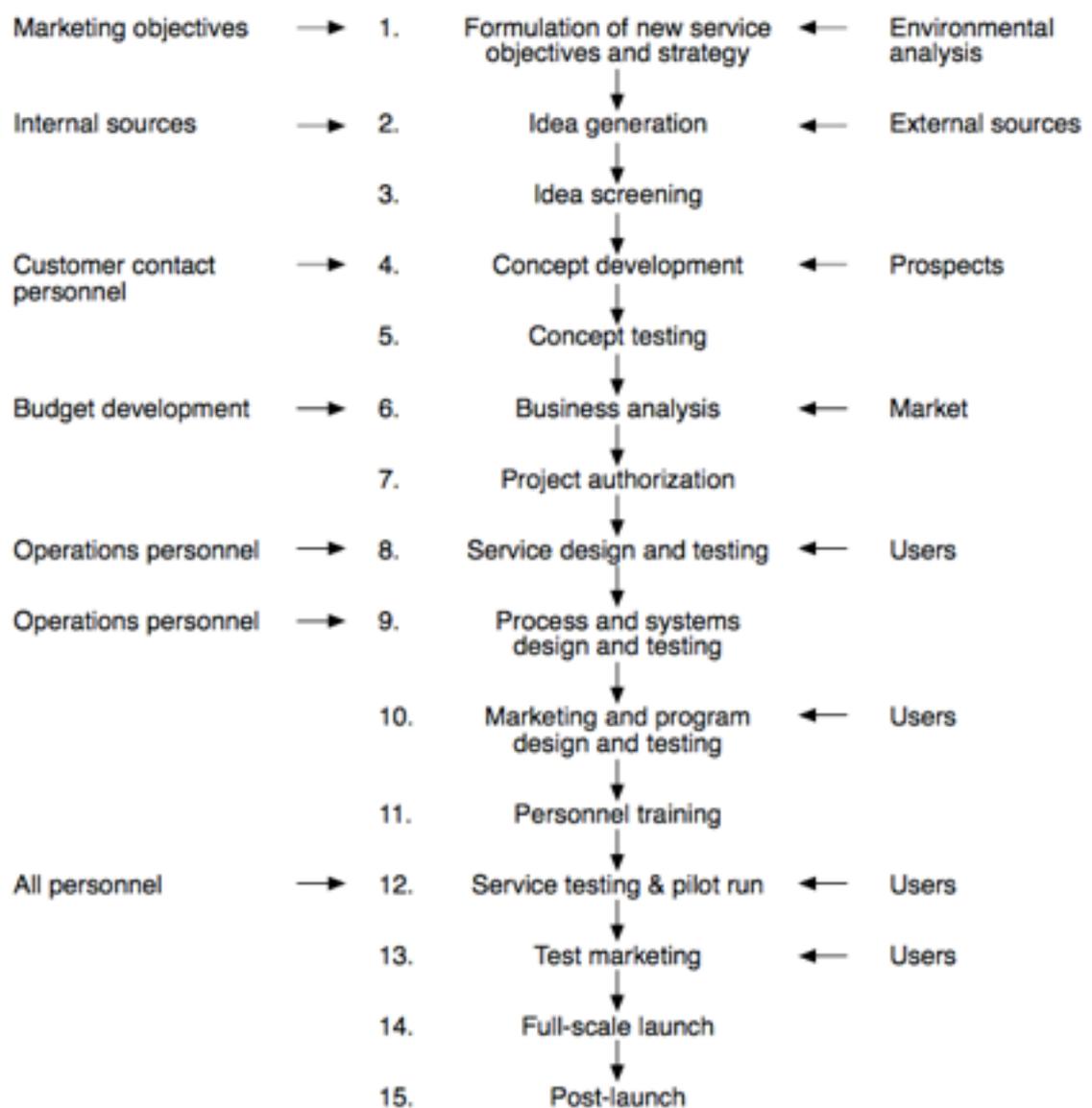


FIGURE 4. Normative Model of New Service Development Process. (based on Johnes & Storey 1997, 202)

When looking at this model we will examine it from two points of view: firstly from the perspective of forces having an influence on the whole process and secondly this model being the consequence of steps, which have to be followed in order for the service to successfully developed.

It can be noted, that the process is affected by both external and internal forces, which as well influence the decisions made at each stage of it. Therefore, a conclusion can be made that internal factors, (e.g. budget, personnel, and initial marketing intentions) as well as external factors (environment, users, external sources) have to be considered when the very concept of the future service is being created and later when the service is being designed.

In order to understand the difference between the concepts of “new service development” and “new service design” the definitions of both have to be defined. Fitzsimmons & Fitzsimmons cite Roth and Jackson (1995) and Roth and van der Velde (1991) mentioning that the new service design “specifies the detailed structure, infrastructure, and integration content of a service operation strategy” while the new service development refers to “the overall process of developing the new service offerings” (2000, 5). Below the process of the new service design is summarized, with its four stages being presented in brief.

3.1.2. New Service Design Steps and Techniques

The new service design consists of several steps, which build it up as a process. These steps have iterative nature, and are to be implemented consecutively (Stickdorn & Schneider (2011, 124-125). Certain techniques are used during the process of design as well, which will be mentioned later in this work.

According to Stickdorn and Schneider (2011, 124-125) the service design process is in reality nonlinear, although its structure can be outlined. It is important to notice that this structure is iterative in its approach meaning that sometimes it is necessary to take a step back or even start everything from the scratch. The designer has to ensure that he learns from the mistakes of the previous iteration.

The new service design is shaped by four stages, which are: exploration, creation, reflection and implementation. In addition to that when considering the design process it is important to make recurrent leaps when designing in detail and designing holistically. This implies that, for example, whilst working on the details of a touchpoint, the position of this touchpoint within the whole customer journey should be kept in mind, thus a service designer should consider how those small details will be seen by the customer, and form the “big picture” (Stickdorn & Schneider 2011, 126-127). Below the four stages of the service design process will be described.

Stage 1 - exploration

A stage of careful exploration concerns the understanding of culture and goals of the company, providing a service. Furthermore, a service designer should gain a “clear understanding of the situation from the perspective of current and potential customers” and “keep in mind the big picture” as it was mentioned before. An extent, to which the designer has sovereignty within the creative process should also be determined, this is, whether to which extent he can make a creative input in the process. The consequent task is to visualize these findings. (Sb.)

Stage 2 - creation

The creation stage can be described by an act of testing and redesigning ideas and concepts. One of the key features of this stage is making as many mistakes as possible in order to learn from them, thus the costs of future, possibly bigger failures can be eliminated. A deeper understanding of customer’s needs, motivations, expectations, service provider’s processes and constraints as well as the customer’s journey (which consists of sequences of touch-points of the customer with the service) should be obtained during this step. All the stakeholders, which affect the process should be carefully considered and the cooperation among the interdisciplinary teams is important in this stage (Sb).

Stage 3 - reflection

Testing the services is the main point of the third step, however that imposes some difficulties, which occur because of the service's intangible nature. In order to gain valuable feedback from the consumers, they should receive a clear picture of what the service concept is. It is also important to consider the service's emotional aspects. Prototyping the service in reality or in the circumstances close to reality is possible with different role-play approaches while testing the iterative improvements. Techniques, which facilitate the service testing are implemented during this step. In case the scenery, in which the service is tested is created as a simple one a service provider can receive creative responses from the participants and thus generate more innovative ideas. (Sb.)

Stage 4 - implementation

The implementation of new service demands a process of change. This change is based on the consistent service concept formulated and tested during the previous stages. Customer's jobs and emotional needs should be clearly articulated and the clear vision of the concept should be created. Employees should understand the change process and at best, creatively solve the problems which arise within it. The change implementation should be followed by another exploration phase to evaluate the progress, which defines the repeatability of the service design thinking. (Sb.)

New Service Design Techniques

During each stage of the service design process various methods and techniques are used. A successful project involves a workable combination of these techniques, that can conceptualize, develop and prototype the ideas (Stickdorn & Schneider 2011, 126-127). Below, the techniques, some of which assisted the design of the InSite concept will be presented.

The *AT-ONE* approach is a series of workshops, which are implemented in the start of the design process. Each of the letters of AT-ONE relates to the potential source of innovation and represents the metaphorical "innovation lens" used to explore the same design challenge, these lenses being the following:

A - Actor networks (New combinations of *actors* that together provide the service)

T - Touch-points (Coordination and development of *touch-points* between customer and service)

O - Offering (The design of what the service is actually *offering*)

N - Needs (The *needs* that the service satisfies)

E - Experience (The *experience* that the service gives to the customer)

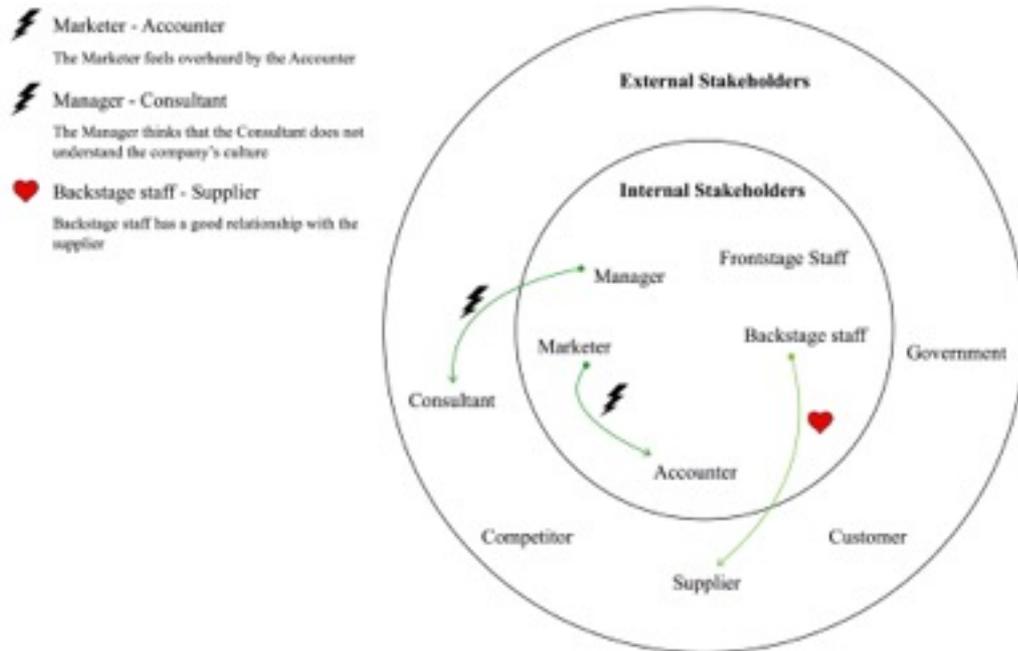
Workshops, organized to generate ideas on each of those letters are conducted and the ideas generated can be combined into several holistic concepts, which are communicated to the project leaders afterwards in order to define what the innovative service proposition could possibly be (Stickdorn & Schneider 2011, 136-143).

After the preliminary thoughts from the above mentioned workshops are generated, the service design steps can start to be implemented with the help of the techniques that can be used during its one or several stages. These techniques were divided by the author into the following two categories:

- first category: the techniques which are used in order to ***create the concept*** and articulate the idea of service itself with regards to prospective scenarios of its development (more theoretical input, might be more used during stages 1 and 2 of the service design process)
- second category: techniques that enable the service designer to obtain more ***information about the customer*** and gain a deeper insight into his/her needs (more practical input, might be more used during stages 3 and 4 of the service design process)

The following paragraphs are based on the material taken from the Stickdorn and Schneider (2011, 146-213).

The ***concept creation techniques*** from the first category are presented by several graphic and supposition techniques. *Stakeholder maps* represent the stakeholders involved in the process and interplays between them are chartered and analysed. Firstly the list of stakeholder groups is made up, with their possible needs being identified. After that the focus is put on how these groups are related to each other, with main points and areas of potential opportunity being



mentioned. Figure 5 illustrates how the map can look like, with stakeholders being categorized into Internal and External.

FIGURE 5. Stakeholder Map. (adopted from Stickdorn & Schneider 2011, 152)

Customer journey maps is a technique, which enables to picture the touch-points between the consumer and the service occurred and the way a customer interacts with the service. Those maps provide an overview of the factors influencing the user experience constructed from the user's perspective. Usually this is done in the form of a grid, where multiple channels are lo-

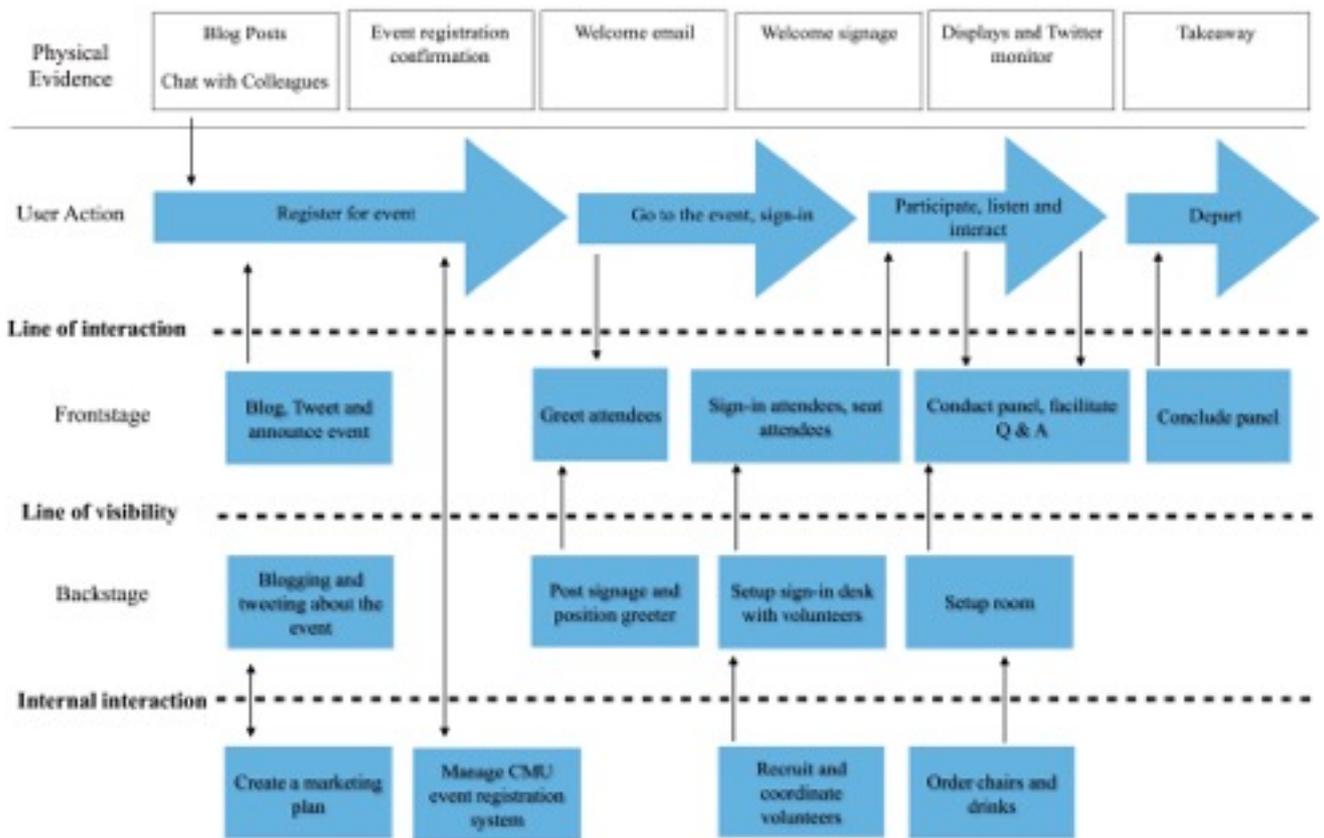


FIGURE 6. Customer Journey Map. (adopted from Stickdorn & Schneider 2011, 160).

cated on the y-axis and the time phases, during which the customer is reached on the x-axis. The intersections in this grid show the touchpoint and can be described more precisely. (Sb.)

As it can be seen from the Figure 6, the channels can be talk with the customer, mail, online cannels (e.g. company’s page in social networks or company’s website) and phone. Different touchpoints occur between the customer and the service during different days and the more precise information of how the service is communicated as well as how the transition from one channel to another channel is maintained can be shown.

Expectation maps are either focused on a particular service category or one service. They can be drawn up on paper together with the service users or after a careful research into cus-

tomers' expectations is being implemented. A first draft of this map can be quickly and easily developed from sources, such as media coverage. (Sb.)

In order to vividly represent the service offering as well as the touch-points of it the *service blueprints* technique can be used. A visual scheme, that incorporates both the perspective of user and the interactions, completed within a company to produce service (those being separated by "interaction line", defining the immediate interaction between the customer and the company, "visibility line", separating what the customer actually sees and the operations conducted inside of the company and the "internal interaction line" showing the company's actions as they are moving closer to the visibility line as reflected on the Figure 7. (Sb.)

FIGURE 7. Service Blueprint. (adopted from Stickdorn & Schneider 2011, 206).

The "*Five Why's*" technique assists in establishing links between causes and surface problems, alleviating the understanding of complex issues. The five "why" questions are consequently asked to the original question (e.g., if the initial question is "Why does it take so long to serve a customer" the answer might be "Because there is a long queue at the venue" and consequently the next question would be "Why there is a long queue at the venue?", etc.) This technique helps to delve deeper into the motivators for a specific opinion and behavior and at best see the future possibilities. (Sb.)

Another techniques to grasp the sight of future prospects is the "*what if*" *supposition* which helps to design *future scenarios* of the service's development and use. These hypothetical stories allow to examine the problems a new service might encounter. Another tool, which can assist in visualizing scenarios is the creation of *storyboards*, that help to depict a particular situation where the service is used in the series of consequences in order for them to be better analyzed. Apart from drawing storyboard a simple *storytelling* is helpful in understanding the consequence of actions as well. After the service is launched on the market, a *customer lifecycle map* can be drawn up as it shows a holistic visualization of customer overall relationship

with a service provider. The map visualises the series of key events related to the service usage. It represents a series of steps a typical customer will pass when using a service. At each of these stages the material is incorporated into a map and the insights into customer's motivators can be provided. (Sb.)

The second category techniques enable the service provider to gain more *information about the customers*, and they involve deeper involvement in the customer's life. *Service safaris* help to develop an understanding what common problems do the customers have and what are the problems they encounter. During a service safari people are asked to go out "into the wild" and explore examples of what they think are good and bad service experiences. When experiencing the service, the developers' team records their experiences for the later analysis. (Sb.)

Shadowing technique enables to gain real-time service insights as the researchers are immersing themselves in the lives of customers, front-line staff, or people behind the scenes in order to observe their behavior and experiences. As in the previous technique the findings are documented. (Sb.)

Contextual interviews with customers is important for information gathering, as the interview follows a specific model and the information is partly analyzed and processed during the course of the interview itself. The co-creation of service prototypes with customers. Service staging and role-play within it enable to gather a deeper insight into how the user acts within the service and adjust or enhance the certain elements of it. (Sb.)

A day in life collates the research material pertaining to a particular type of customer in order to create a descriptive walkthrough of their typical daily activities. As many insights as possible has to be provided in order to try to understand what the customer is thinking and doing outside their service interactions. (Sb.)

In conclusion it has to be noted, that the techniques presented are complementary and the choice of them is related to the information the company wants to obtain. For example in case a new service has to be developed the author supposes that the information about the consumer has to be obtained, the second category techniques have to be used first. After the nec-

essary data is gathered the first category techniques will help to structure the data and create the concept. If the service is planned to be enhanced, and some information on the customers is already known, this information can be firstly refined by the implementation of the first-category mapping techniques and after that, in case more specific data has to be gathered, the practical approaches from the second group can be used. In the following paragraphs the Business Canvas Model components and working principle will be mentioned, as it will help to put the information gathered with the help of different methods together in order to create logical links between the ideas.

3.1.3. Business Canvas Model

The Business Canvas Model will be used during the course of this work in order to define the InSite service concept holistically and in the business-minded way. The model itself can be described through the nine building blocks, which show the logic of how the company (in this case through a particular concept) can create the concept and consequently make money. These building blocks cover the main areas of business, such as customers, offer, infrastructure, and financial viability. The continuation of this chapter is based on the book of Osterwalder and Pigneur (2010, 15-41)

The *Customer Segments* building block defines the different groups of people and organizations an enterprise aims to reach and serve. Customer groups represent different segments and if their needs require a distinct offer, they are reached through the different channels, they require different types of relationship, have substantially different profitabilities and are ready to pay for the different aspects of the offer. Thus the customer segments could be represented by different types of them, for example, mass-market, niche market, segmented market, diversified market and multi-sided market. (Sb.)

The second building block, *Value Proposition*, describes a bundle of products and services that create value for the specific customer segment. Those values can be quantitative (e.g. price, speed of service) or qualitative (e.g. design, customer experience). Elements, such as, for example newness of the offer, improvement of the product or service's performance, customization, "getting the job done" for the customer, status' creation, cost and risk reduction can contribute to value creation process. (Sb.)

The next block, *Channels* is connected with the way the company communicates with and reaches its customer segment. Company's own channels can be either direct or indirect (e.g. sales force and own stores respectively) or indirect partner's channels (e.g. partner stores). Channels have five distinct phases, and each channel can cover some or all of these phases, them being Awareness, Evaluation, Purchase, Delivery and After sales. (Sb.)

Customer Relationships make up the next building block of the model, which describes the types of relationships established with the customer's segments. Those relationships can be divided into several categories, for example: personal assistance (based on human interaction), self-service (the company provides means for the customers to serve themselves and maintains no direct interaction), automated services (mix of customer services with the automated processes), utilizing user communities and co-creation. (Sb.)

The following block of *Revenue Streams* represents cash generated from each customer segment. A number of ways to generate revenue streams exist: asset sale, usage fee, subscription fees, lending/renting or leasing the asset and licensing fees. There are two main pricing mechanisms, such as fixed pricing (predefined prices are based on static variables) and dynamic pricing (prices change based on market conditions). (Sb.)

Key Resources identify the most important assets required to make a business model work. Among these there are mainly human, intellectual, financial and physical resources. The next block is *Key Activities*, the most important actions a company must do in order to make its business model work. The activities can be categorized as follows: production, problem solving, and platform/network activities (in case the business model is designed with a platform as Key Resource, the Key Activities are mostly platform-related). (Sb.)

The eighth block describes *Key Partnerships*, a network of suppliers and partners, that make business model work. The motivation behind partnerships' acquisition could be optimization and economy of scale, reduction of risk and uncertainty and acquisition of particular resources or activities. The *Cost Structure* comprises the last of the model's building blocks, and it describes the costs incurred to operate the business model. The cost structure can be either cost- or value- driven (the business either tries to minimize costs or focus on the value creation, be-

ing less concerned about the costs). Cost Structures can have the following characteristics: fixed costs, variable costs, economies of scale, economies of scope. (Sb.)

After all the elements are being defined they are put on the canvas in a particular way, thus a clear relation between every element is shown graphically.

3.1.4. Value Proposition Design

In order to create the better core Value Proposition for the Business Canvas, the Value Proposition Canvas can be used as a suitable tool. This model was originally developed by Osterwalder et al, and the description of its components presented in this paragraph is taken from the Value Proposition Design book by these authors (Osterwalder et al. 2014, 3-49) . It has two sides, the *Customer Profile*, that enables to clarify customer understanding and *Value Map*, describing how the value is created for that customer. The fit between two sides of it has to be achieved. According to the authors the Customer Profile consists of *Customer Jobs*, *Customer Pains* and *Customer Gains*. (Sb.)

Customer Jobs describe the things customers are trying to get done in their work or life, tasks they are aiming to complete, problems they are trying to solve. There are three main types of Customer Jobs: *functional jobs* (customers are trying to perform a specific task), *social jobs* (customers want to look good or gain power/status) and *personal/emotional jobs* (when customers seek for a specific emotional state). Customers also perform supporting jobs as buyers, co-creators and transferrers of value (these jobs could be related to comparing the offers, co-creating the value with organization or jobs related to the product disposal). The context in which a certain job is performed as well as the acknowledgement that not all the jobs have the same importance have to be considered during the model's development. (Sb.)

Customer Pains depict everything that annoys the customer before, during and after trying to get a job done or something that simply prevents them from getting a job done. Those pains could be undesired outcomes or characteristics, obstacles and risks. The pains should be made concrete and the severity of them should be clearly defined. (Sb.)

Customer Gains define the outcomes or benefits a customer wants. Some of these benefits are expected by the customer, some would surprise them. These gains are *required gains* (without which a solution would not work), *expected gains* (relatively basic gains that we expect from the solution), *desired gains* (gains which go beyond what we expect from the solution, but would love to have) and unexpected gains, which go beyond customer expectations or desires. (Sb.)

The other side of the model, Value Map, consists of three building blocks, such as *Products and Services*, *Pain Relievers* and *Gain Creditors*. The first block, Products and Services is simply a list of what is offered, being most likely composed by various types of products and services, them being physical and tangible, intangible, digital or financial. The Pain Relievers building block describes how exactly the products and services alleviate specific customer pains. Good value propositions focus not on alleviating every consumer pain, but rather on selecting a few pains they can alleviate extremely well. The Gain Creditors block enables to understand how products and services create consumer gains. They explicitly outline how the company intends to produce outcomes and benefits expected, and desired by the customers and which at the same time would include functional utility, social gains, positive emotions and cost savings. (Sb.)

The fit between Customer Profile and Value Map appears when the customers get excited about the value proposition, which happens when important jobs are addressed, extreme pains are alleviated and essential gains are created. In case the fit would not be found the model might not work. (Sb.)

The theoretical framework of this work has defined the event management and the way it was digitalized, enabling the author to understand what are the stages and stakeholders acting in event business and how the processes within it have changed with the help of digitalization. The second theoretical chapter helped identify what is considered to be New Service Development and which stages comprise the new service design process. Specific tools of service design which were found during the theoretical review appeared to be important and the use of them in the following composition of the InSite concept will be described. In order to make the relevant conclusions and represent them in a logical way the Business Canvas Model as well as Customer Value Map were mentioned and each of the described building blocks will

help to create the InSite concept holistically. The theoretical chapter on the event management enabled to answer the first two research questions, which were “How an event is carried out as a process?” and “Who are the main stakeholders and what are their interactions within an event business?”. Some information was provided for the answer to the following research question of “What are the features of the current mobile event applications and how those are represented in them?”. In the following chapters of the research process the author will attempt to answer the rest of the research questions, taking into consideration the above mentioned theoretical findings.

4 CASE COMPANY PRESENTATION

This chapter will describe the Case Company and introduce the reader to the InSite case, and the way it has emerged. The reason why the author has chosen this particular thesis topic will be mentioned.

The Case Company is historically a telephone company, which offers versatile IT services with several of them designed for the business use. The company's main IT branches are corporate information systems services (which include server systems, data centres and cloud services as well as software and consulting services). These services enable the client companies to outsource some of their activities to the Case Company and focus on their core business, while risks as well as costs are made more predictable (Case Company's webpage 2014).

Another branch of the Case Company's business is presented by the communication services, which include telephone systems, solutions for video conferencing, local area networks and telecommuting. Hardware and support services for users is another major solution provided by the Case Company with products purchased from the leading manufacturers. Computers, displays, printers, multifunction peripherals, accessories, software, mobile phones, network devices, servers, presentation technology, video devices and payment terminals are currently offered (Case Company's webpage 2014).

In the Autumn of 2014, the idea of a service portfolio renewal was suggested, as the market conditions in which the company was operating had started to change rapidly. A solution, which would need to combine the company's know-how in IT business together with knowledge from other business field had to be found in order to create additional competences for the Case Company. Hence, two of the Company's product developers have started to work on the mobile application for events, which was first planned to be developed for hockey match-

es, however later could be used in the other sports due to its modular structure and changeable features. An application was therefore developed for the local hockey club and it contained the basic sections, such as information about the next games' schedule, the clubs' positions in the hockey league, players' profiles as well as news about the club with connection to the hockey club's Twitter and YouTube profiles, along with the link to its web-page address. The cooperation with partners within this mobile application was done with the help of the online coupons, granting a discount in case the user shows this coupon on the screen, when paying for the partner's services.

The further development of hockey club's mobile application was suspended, nevertheless, the initial idea to combine the company's experience in IT with event business had seemed interesting to the author of this thesis. It was understood that, in order for the company to invest in the further development of this digital solution, it had to be reformed in a way that it would on one hand, satisfy the needs of prospective users and on the other hand would bring direct benefit to the company. In order to commercialize InSite successfully, unique features for it had to be invented, and in order to do this, one of the research questions has to be answered.

In addition to that it is important to note that when the InSite has started to be developed project managers have discovered, that in general process of NSD takes much of the company's time, and the cycle, starting from the idea of a particular service to its presentation on the market had to be shortened, so that the Case Company could focus on the new services' creation itself, rather than on enhancement of the New Service Development as a process. Thus one of the outcomes of this thesis would be a detailed description of the research process' steps which would reflect the way InSite concept was created as well as further developmental suggestions on how the NSD process could be further advanced.

5 RESEARCH PROCESS AND DATA COLLECTION

5.1. Types of research and the approach chosen

The following chapter will describe the flow of the research process itself, which methods for its conduction were chosen and why as well as the types of the data collected and according to which principles the data was analyzed.

In order to understand the methodology chosen for this particular research the differences between two types of the research approaches should be outlined. Qualitative approaches are concerned with interpretation and understanding, whereas many quantitative approaches deal with explanation, testing of hypothesis, and statistical analysis. Furthermore, in several qualitative research approaches, the collection of data and its analysis are sensitive to the context aiming at a holistic understanding of the issues studied. Quantitative research is more prone to structured, standardized, and abstract modes of collecting and analyzing empirical data (Erikson & Kovalainen, 2008, 5).

As the InSite is initially planned to be formed as a concept, a broad overview, which would be created by involving the information from different sources will be required. This project is new within the company's development the initial insights into it are quite modest, thus a qualitative approach and methods would be suitable here because as according to Erikson and Kovalainen (2008, 5) they have exploratory nature and ability to deal with "unstructured" research problems. In addition to that the goal of the research is less to test what is already known (e.g., theories, which re formulated in advance): rather it is to discover and explore the new and to develop empirically grounded theories. The validity of the study is rather assessed with the reference to the object under study (Flick, 2014, 16).

5.2. Data collection

The data collected during the course of research depended on the approach chosen. Qualitative data can be characterized as “soft”, subjective, flexible, meaning that it does not have any strict structure. Quantitative data is “hard”, deals with numbers and is objective and fixed, being structured (Silverman, 2000, 2). The data collection sources and methods differ from each other, and in qualitative approach the data is divided into primary data and secondary data.

Primary data is collected by the researcher for his own research project by interviewing or observing participants, asking them to write (e.g. diaries, stories) or present in some other way. Secondary data is an already existing empirical material (e.g. documents, diaries, memos, visual material). This type of data can also be called “naturally occurring materials” because they exist irrespective of the researcher’s action or intentions (Erikson & Kovalainen, 2008, 77-78). The methods for these data collection as well as the process is outlined below.

5.2.1. Secondary data

During the course of this research, the benchmarking technique was used to obtain the needed secondary data. According to Andersen and Pettersen (1996, 4), *benchmarking* is “the process of continuously measuring and comparing one’s business processes against comparable processes in the leading organizations in order to obtain information that will help the organization to identify and implement improvements”

In this particular work the benchmarking was implemented not to the companies, but rather to the event mobile applications in order to compare them. The main principle was not to define which applications would be the best according to the industry’s standards, as those standards themselves are not very well-defined, but rather to outline differences and similarities between various applications’ features and understand how each particular feature is represented in each application. As it was already mentioned in the theoretical chapter the work of Julius Solaris (2015) “Event App Bible” was of the great assistance for this part of the research.

Firstly the author has analyzed which of the applications possess all the features listed in the white paper of Solaris (2015) and consequently selected nineteen applications for the research benchmarking basing on the fact that each application possessed multiple features. In order to

ensure that the applications chosen possess features mentioned in the work of Solaris a systematic review of the websites of the applications' providers was carried out. In addition to that in order to clarify the information obtained from the website and ensure the reliability of the research questions to the providers were asked in the form of an e-mail. A table was prepared in the Excel programme in order to ease the comparison of the results and make relevant conclusions.

5.2.2. Primary data

The primary data was collected with the help of the qualitative research methods, such as semi-structured interviews with the event managers and an observation. The interview and a discussion were conducted with the Case Company's Product Manager and the Sales Department Representative. The list of questions for the interviews, as well as the discussion topics can be found in the Appendices section.

According to Eriksson & Kovalainen (2008, 78) *interview* is a talk organized in the series of questions and answers. There are three types of qualitative interviews. *Structured and standardized interviews* are efficient in terms of collecting information about "facts", with mostly "what" questions being asked. When performing these type of interview the interviewer adheres to a preplanned script and there is little flexibility in wording of the questions. In the *semi-structured interviews* a prepared list of topics, issues or themes is used, however the wording and order of questions in each interview can vary, with both "what" and "how" questions being asked. *Unstructured interviews* enable to explore the topic from the participant's point of view, and the conversation can move in any direction, although some topics for it can be predefined. This type of interview is often individualized and contextualized (Eriksson & Kovalainen, 2008, 80-83). Questions in both of semi-structured interviews were created with the help of the theoretical framework and with regards to the initial research question.

Purposeful sampling is based on the assumption that the investigator wants to discover, understand, and gain insight, thus must select the sample from which the most can be learned. To begin purposeful sampling you must first determine what selection criteria are essential in choosing the people or sites to be studied (Merriam, 2009, 77)

Flick (2014, 176) refers to Morse (1998, 73), who has defined the following criteria for a “good informant”, on the basis of which the interviewees for this research were selected: “... they should have the necessary knowledge and experience of the issue or object at their disposal for answering the questions in the interview”.

Online interview is the interview conducted with information and communications technology (Salmons, 2015). The benefits of the online interview is that respondents, who are not easily accessible can be included into the study and in addition to that the data gathered from them is already available in the form of text, thus the transcribing of it is not needed (Flick, 204, 236). Online interview was organized in the asynchronous form, which means that the questions are sent to the participants by the researcher and they send their answers back after some time (Flick, 2014, 234).

During the course of this work semi-structured interviews with the event managers were collected in the above mentioned form. A detailed Word-document with the questions was prepared and sent, the responses were typed in this document and returned to the interviewer. In case the author had further questions she had a possibility to ask them through the means of social networks in the case of Russian respondents or by e-mail in the case of the Finnish respondents, thus the accuracy of the results was refined.

Several questions were initially prepared and they were translated into Russian and Finnish as the respondents resided in Russia and Finland. In Russia two event managers from big event arranging corporations were interviewed (hereinafter Respondent 1, Respondent 2).

In the case of the Finnish respondents, questions were translated into Finnish and sent to ninety-six event managers. The contact details of them were obtained from the website <http://www.festivals.fi>. Several managers have expressed concerns about the questions and some of them mentioned that they cannot disclose the information about their companies. As a result, three event managers (hereinafter Respondent 3, Respondent 4 and Respondent 5) returned the questionnaire with the answers in Finnish, which were translated into English by the researcher with the help of the supervisor from the Case Company. The last interview was taken from the audio visual technology expert, who worked in the event industry (hereinafter Respondent 6), and special interview questions was prepared for him.

First the questions were created but after the discussion with the Case Company manager it has occurred that the questions themselves are not very clear thus clarifications were given in brackets, in order rather to facilitate the understanding of the question, not to guide the answer. This information was explicitly stated in all the email requests for filling in the questionnaire that were sent to respondents. All the specific terms used in the questionnaire were explained in the e-mail as well (e.g. Economic risks, B2B).

Another method of qualitative research implemented in this work was the observation method. *Observation* is a method of collecting data by human, mechanical, electrical, or electronic means. The researcher may or may not have the direct contact with the people who are being observed (Erikson & Kovalainen, 2008, 86-87). Data collection is mainly based on the field notes, written by the researcher during the observations (Flick, 2014, 296).

During the course of this work the author has carried out an observation in the Ice Palace, a sport complex in Saint-Petersburg, in which a game of the local hockey team SKA was held. The main purpose of this observation was to find out how the digital technologies were used during the course of the game in order to maximize the user experience. In addition to that the way stakeholders interact on the arena was defined. According to Silverman (2000, 145) in observational research, data collection, hypothesis construction theory building are not three separate things, but are interwoven into one another, thus the author was able to make the necessary conclusions at the very moment the research was conducted.

5.2.3. Limitations of the methods

Below the advantages as well as limitations of this method have to be addressed. Firstly, observation does not provide insights into what a person thinks about the action or what might motivate it. This information can only be obtained by asking people. The issues of confidentiality also have to be addressed, thus the data collection when the participant is unaware invades his privacy and can even be considered abusive (Erikson & Kovalainen, 2008, 87).

Regarding the semi-structured interviews' limitations it has to be noted that as the interviews were sent to the respondents by the e-mail, the researcher was unable to see live emotions and

reflection of the respondents. In addition to that the reason why some of the interview questions were not answered was not explained. The researcher had to thus rely in the data collected and conduct the research according to it.

As for the benchmarking, the author used her own method of selecting the event applications which were to be researched, and this method was not taken from the theoretical source. In addition to that the way each particular feature is presented in each of the applications was defined by the researcher as well, thus the data presented depended on a subjective opinion.

5.3. Data analysis

After the qualitative research was implemented it was necessary to analyze the data in order to arrive at the relevant conclusions. The qualitative data analysis is the classification of the linguistic material with the aim to arrive at statements that can be generalized in one way or another by comparing various materials or several cases. First, the data management takes place, which enables to prepare the material for the further analysis (Flick, 2014, 370).

The qualitative content analysis for the interviews was chosen because of this method's systematization and flexibility. A technique of summarizing content analysis was selected, during which the interview data was reduced by paraphrasing (e.g. ten statements were replaced with the same paraphrase) (Flick, 2014, 431).

After the data has been properly managed, a process of coding was implemented in order to analyze the interviews. The core principle of coding and categorizing is that parts of the data (e.g. a statement) are taken out of their context and grouped with other bits of data (similar statements) and put in relations-categories, subcategories, etc. Coding prepares the data for interpretation, which is the core activity for qualitative data analysis. (Flick, 2014, 45).

In order to easier code the text a software programme MaxQDA was used. Firstly, it allows to manage, search for and display the data fast. The second claim to use the qualitative data analysis software was to increase the quality of the research by making it easy to demonstrate how the researcher has developed categories from the analyzed text and applied them to it. This increases the validity of the whole study (Flick, 2014, 473). The coding was carried out

in the following way: codes were generated based on the theoretical framework of Value Proposition Design, them being: functional job, emotional job, expected gain, desired gain, and pain. As the text was analyzed by the author the codes were assigned to the respondent's answers. In case the code could not be assigned to a particular answer, it was analyzed with the content analysis method.

6 RESEARCH RESULTS

In this chapter the research results will be addressed. In the case of interviews the aim was to find the “needs”, “pains” and “gains” of the event managers in order to create the Customer Profile. After the Customer Profile was identified the Value Proposition, which addressed the “needs” “pains” and “gains” of the target segment will be thus created. The creation of both Customer Profile and Value Proposition will help to create a Business Canvas Model and consequently answer the research question “What are the features which would create competitive advantage for the InSite concept to successfully commercialize it?”. As regards the observation, field notes were analyzed to deliver the supplementary data for the author. The question of “What are the features of the event applications and how those are represented in them?” was answered by interpreting the benchmarking results. The question of “How the Case Company’s service portfolio development procedures can be improved for the future benefit?” was supposed to be answered with the help of semi-structured interviews with the Case Company managers.

6.1. Secondary data results

After the benchmarking data was processed it was found out that applications’ features were related to the event type the application was used for, thus the meetings applications possess a different set of features rather than event applications. In addition to that it occurred that there were the “basic” features, which were included in most of the applications and “special” features which, in author’s opinion, created additional value for the application and were more complex. The “basic” features included: creation of the agenda, sign-in via the social networks, registration for the session via the application, personalized scheduling for the attendees, creation of personalized profiles for attendees, sponsors and speakers/exhibitors, push notifications, navigation of the attendees and sponsorship opportunities. The “special” features were: branding, Beacon technology integration, attendee in - application networking,

attendee content capture and sharing, document/message sharing, polls and session rankings by the attendees, real time analytics and graph plotting, delivery of feedback results, features for organization and control of operations, gamification and finally economic risks' management features.

Applications could be mainly created by the organizer on the provider's website or the whole solution can be carried out and uploaded to the mobile markets by the provider. The pricing depended on the range of features to be included into the application and the number of days it was to be used by the event organizers. In some of the cases, when the application was intended to be created for meetings, the attendee needed to receive a special log-in password from the provider. Some applications could request the user's allowance to use the phone's navigation systems. Below the detailed explanation of the features and the way they are implemented in the applications was studied.

In this work the term "attendee" refers to the person, who is attending the event and the term "user" addresses the person, who uses the application.

6.1.1. Basic features of mobile event applications

Creation of the agenda was available in almost all the applications. The agenda is either pre-set and distributed to the attendees or it consists of the sessions, each of which could be added to the attendee's personal schedule. In the second case, the personalized scheduling feature was also created. Some of the solutions allowed sessions of the event to be categorized in accordance with their type, or by speaker holding the session. The view of agenda could be different varying from the simple listing of the events to the calendar view.

The *sign in via the social networks* feature allowed the users to enter the applications without the need to create a profile. The attendee's social network accounts could be integrated into the application's interface in a way that in case the user wants to share the application's content he does not have to close the application and log in into his social network account.

The *registration within application* was as well available in most of the solutions and the attendee was able to register for a particular event/session as well. The sessions could be searched with the special numeric or QR-scanned code.

Personalized scheduling allowed certain events to be added in order to create a schedule and share these events with friends from the social networks. In addition to that an attendee could set a reminder for the particular approaching session.

Attendees' personalized profiles contain bibliographical and contact information and they can be shared with the other attendees. Some solutions allow to add the contact information to the directory.

Speaker's or exhibitor's personalized profiles contain the main information about the speaker as well (with the possibility to contact) and the number of attendees, enlisted to attend the session can be seen in several of the mobile solutions. More advanced options also include photo adding to the profile.

Sponsors' personalized profiles contain the information, similar to the speakers' and the attendees' profiles and in addition to that the profile could be customized with logo and social media feeds display of the sponsor.

Push notifications could be sent to the attendees when their favorite event was approaching. From the organizer's side notifications can be managed and they are automatically sent based on attendee behaviors, locations or at certain times. The notifications can as well be managed by the attendee as the particular sessions' notifications can be switched on.

Navigation refers to how the attendee is guided within the application. Basic navigation includes floor plans' pictures as well as the attendee navigation can be done with the help of GPS systems turned on the mobile device. More advanced solutions include information on local hotspots and attractions, interaction with the sightseeing services is as well available.

Sponsorship opportunities address the way a sponsor can market itself in an application. Sponsor's digital banners are used in the most cases and in some of the applications social

media feeds are shown can enhance the sponsor's image. In more advanced solutions the Beacon technology (the description of which will be given later in this work) was used to display the sponsors' banners when the attendee's device was in the area where the sponsor was located. QR - code reading technology could be used to reveal additional information about the sponsor in the application when the code was scanned.

6.1.2. Special features of mobile event applications

As it was already mentioned above, the special features of mobile event applications include branding, Beacon technology integration, attendee in - application networking, attendee content capture and sharing, document/message sharing, polls and session rankings by the attendees, real time analytics and graph plotting, delivery of feedback results, features for organization and control of operations, gamification and finally economic risks' management features.

Branding implied the way how an application could be customized for the particular event in order to communicate the brand image more effectively. In most of the solutions branding could be created by color scheme customization and relevant information's addition to the application. The customizability of the application depended on the solution, however in most cases the background and color scheme could be changed. In case the application was created by the organizer via the provider's website only color scheme could mostly be changed.

Beacon technology integration was implemented in a way that when a device enters that zone the user can receive customized alerts and notifications. According to the definition given by Danova (2014) "Beacons are a low-cost piece of hardware that use battery-friendly, low-energy Bluetooth connections to transmit messages or prompts directly to a smartphone or tablet." The following feature appeared in most of the solutions and it allowed to communicate the marketing messages from the sponsors when the attendee was near the sponsor's stall.

The *attendee networking* was available mostly in the form application's chat and the news feed, where the attendees could post their comments. In one solution the chats could be created for the group of users. Attendee content capture and sharing addressed the question of "how and which content can be shared within an application". Currently mobile solutions ei-

ther allow the content to be captured and instantly shared with the other attendees or the users can share application's session with their followers in social networks.

Document/message sharing between speakers/organizers and attendees was mostly found in the applications, which assist in meetings' organization. Several types documents could be uploaded for sharing either by the organizer itself or by the provider of the application. Some of the applications allow the Power Point presentations to be directly streamlined via the application.

Polls and session rankings by the attendees were mainly available for each session and the overall attendee event experience could thus be rated. The results were generated at the back-end and presented in the form of the graph or Microsoft PowerPoint slides or sent to the event organizer as a raw data.

Real time analytics and graph plotting in most of the applications was based on the results from polls and responses of the users left in feedback forms. Some of the mobile solutions also analyzed the application's usage and collected the behavioral data.

Feedback results were mostly generated at the provider's back-end and later exported to the organizer. A detailed report on how a particular session was evaluated by the attendees could as well be sent to the speaker/exhibitor.

Features for organization and control of operations could be defined as, for example, the assignment of tasks to the crew. The internal chat was used for company's internal communication and Content Management Systems allowed to make necessary changes in the agenda.

Gamification is considered to be the advanced feature of an application, and as the solutions researched in this work were professional, this feature was included in every solution. Elements of gamification include the leaderboards and in-application games for the users. Points could be earned by the attendee when he, for example scanned the QR-codes, which were spread around the venue. Some of the solutions assigned the points in order for the user to unlock the special "badges" which indicated special achievements in the game. For example, the

user got a “badge”, when he had scanned ten QR-codes or commented on the ten sessions of the event.

Economic risks' management (e.g. budget calculations) were not included in the applications, with only one company providing the solution. The eTOUCHES solution, with the eReg function, enabled to track revenues and expenses with the help of the mobile interface as well as generate the reports for the events held.

In conclusion it is important to note, that all the applications allowed to create an unlimited number of events, provide online support, and the interface could be made in multiple languages.

6.2. Primary data results

The primary data results included the results obtained from the semi-structured interviews with the event managers, the audio visual technology expert and from the semi-structured interview and a discussion with one of the Case Company's managers. During the interview a process of internal practices within a company was revealed to the author, thus the interview included the elements of narrative. The semi-structured interviews with the event managers gave the author an understanding of what practices were used when the events are held and what are the duties and concerns of an event organizer. An interview with audio visual technology expert, who works in the event business has provided supplementary results, which have enabled the author to create the InSite concept.

6.2.1. Interviews with the event managers

The questions for these interviews can be obtained from the Appendix 1. Below the summaries of the interviews with the most important information, received with the help of the content analysis will be given.

General questions

As for the general question on the use of mobile applications it was found out that different event managers use different applications during the organization of the event. Thus, social network applications, such as Skype, Viber and What's app as well as Facebook were used by the event management team for the internal communication in case of Respondents 1 and 2. In case of Respondent 3 MailChimp and Google Drive's applications were implemented and Respondent 4 did not use any applications. Respondent 5 has mentioned, that the event he was arranging had its own mobile application, where the messages were communicated to the customers.

All the respondents were interested in the creation of the new mobile solution for the event management, two of them being more interested in business to customer solution which communicated the messages to the audience more effectively rather than in business to business application which facilitated the operation and information management.

Stakeholder management

Regarding the stakeholder management, the communication was handled mostly by the means of e-mail, telephone and scheduled appointments in cases of the Respondent 1, Respondent 2 and Respondent 5. Respondent 3 has reported that telephone and scheduled appointments were used and the new partners are looked for rather rarely due to the event's nature. Respondent 4 did not report the exact way the partners were contacted, however he had mentioned that many of the partners have been and are long-term, but also new partners are easy to get. In case of Respondent 5 the stakeholders are divided into local and national and it was reported that companies themselves contact the event organizer as well.

Company's internal structure

The company's internal structure depended on the company type, thus, in case of Finnish respondents, the company's structure had more temporary nature, with several people working on the event's annual arrangement on the constant basis and a great number of volunteers, who worked during the time the event was actually held. In case of the event managers from Russia it occurred that in the companies they were working in the number of people holding positions with fixed responsibilities (e.g. Project Manager, Director of the Concert Depart-

ment, Advertising Manager, Ticket Programmes' Manager) was bigger and the number of volunteers assisting in the event arrangement was smaller. The number of employees in each company can be obtained from the Table 1 below:

Respondents	Number of full - time employees in the company
Respondent 1	17
Respondent 2	4-5
Respondent 3	4-5
Respondent 4	3
Respondent 5	2

TABLE 1. Number of full-time employees in the company by the company respondent is working in.

Planning and risk management

Regarding the question of how the organization defined goals and objectives for its event the respondents gave answers which were based on their understanding of the question. In case of the Russian event managers the goals themselves were articulated, whereas in the case of Finnish respondents the actual process of goals' identification was described. Respondent 1 mentioned that the profit maximization is always the major goal and in case of Respondent 2 the goals for the next event were based on the outcome from the previous event. Respondent 3 said that the meetings are held by the volunteers two or three months before the event. The planning process of Respondent 4 involved meetings of the main managers where the decisions regarding the artists, who will perform were made. In the case of Respondent 5 the event was divided into different production regions, "each of which had its own corresponding manager, who was responsible" (Respondent 5, 2015). In addition to that it was mentioned that groups make their own preliminary plan, which considers the budget available during the regular meetings.

The respondents experienced the need of assistance during planning process, thus the areas where help was needed, such as time management, tracking the effectiveness of the advertising campaign in real-time, internal communication within the company (Respondent 1), contacting the new partners (Respondent 2), booking, delivery of materials and manufacturing (Respondent 3), the actual event's arrangement (Respondent 4) were mentioned. The last respondent reported that there is plenty of work to do during the whole year, summer being the busiest time. As regards the stages of event, which have taken the longest time to accomplish Planning, Stakeholder management, Artist management and Strategic marketing were mentioned by four, two, three and two of the respondents respectively.

The question about how different types of plans (them being financial, marketing and operational) were carried out and how different departments reported about their actions towards planning to the Event Manager was not answered by Respondent 2 and Respondent 4. The other respondents have mentioned that they mostly use Google Drive and Microsoft accounting programmes. Respondent 1 has mentioned that "financial and project planning is within the scope of responsibility of the concert department. However in addition to that financial calculations are carried out by the director of the corporation and head accountant. The marketing planning is done by the marketing director and the PR-managing director." (Respondent 1, 2015).

Question, which concerned the risk management included four types of risk and the precise formulation of this question as well as the summary of answers can be obtained from the Table 2 below. Respondent 2 did not give any answer to this question.

Type of risks/ Respondent	Respondent 3	Respondent 4	Respondent 5
Economical risks (e.g. profit loss, may be alleviated by careful estimation)	Moderate cost estimation	Discussion among the management	Drawing up the budget

Performance risks (e.g. event not coming up to the expectations, plans not being executed)	The management is prepared to change plans in accordance with the situation	Awareness of the situation, being able to provide replacement	Annual cycle is prepared for different areas of production, the programme is partly determined by the schedule of, for example, marketing department
Psychological risks (e.g. feeling of discomfort among the audience, may be alleviated with security people on the site)	Are not calculated, because the number of visitors to the event / concert is small.	-	Ongoing evaluation and monitoring of the legislation. Customer feedback interpretation
Physical risks (e.g. accidents, evacuation and safety strategies)	Each site's own emergency plan is created.	-	Insurance, health care (health care incident management), security planning, co-operation with the authorities

TABLE 2. The summary of respondents' answers to the question about risk management.

Solvency of the customers was considered to be the factor, which was taken into consideration when ticket prices were being determined by the Respondent 1 and 2. Respondent 5 mentioned: "Drawing up the budget, we will, of course, regard to the specific needs of the general rise in prices, and the result of previous events." (Respondent 5, 2015).

Strategic marketing

Individual campaigns with every sponsor were created by the Respondent 1 and 4, and a number of pre-set sponsorship packages was prepared by the Respondent 3 and 5. The Event Managers from Russia actively collaborated with every type of media during events and the

Finnish event managers involved newspapers, online publishers, radio and social media as their main media partners.

The following question inquired about the pricing strategy and the Respondents 1 and 2 did not reveal any information. As the company was a non-profit organization, in the case of Respondent 3 and 5 the ticket price was tried to be kept at the minimal level. Respondent 4 said, that the event includes both commercial and free concerts and the ticket rates were determined by the performer's awareness of the existing prices.

Operations management and feedback collection

This section included queries on how the tickets were distributed, how does the company decide on the concerts to be held and chooses the singers to perform and whether the customer's preferences were estimated, how the feedback from the event was collected (e.g. with the help of a specific application or by the volunteers) and finally, in case it was collected, what was asked from the attendees. Most Event Managers have mentioned that currently the feedback collection is rarely done and in case it was done, e-mail queries, website form and questionnaires spread at the venues were implemented.

6.2.2. Interview with audio video technology expert

The main information from the interview with audio video technology expert will be given below, as this interview was conducted in order to obtain a different point of view on the event management and provide the author more ideas on the InSite concept development. Thus, regarding the digital solutions used in the event business nowadays it was reported, that SMS services informing, advertising and social media, online - moderation tools, GPS - based services, Event - related control systems (e.g. Enterprise Resource Planning systems), booking systems, TV production - related and sound systems are frequently used. In the Respondent 6's opinion Business to Customer solution would be more valuable rather than Business to Business one as "the entire event management in a single system would certainly be the "top-level" solution" (Respondent 6, 2015). It was also mentioned that the money flow usually comes from the event organizer's direction. According to the respondent's next answer an event company can outsource some or all of its services to one provider, who has expertise in

those services (e.g. catering, transportation, stage building). “In Finland the industry is relatively small, and the players know each other” (Respondent 6, 2015). In addition to that it was said that a number of multi - year sponsorship agreements exists and the communication between the stakeholders is carried by meetings, phone calls and e-mails.

Regarding the question about the way TV channels for the event streamlining are selected the respondent mentions that the TV time is either put for tendering among a number of pre-selected partners or the event organizer himself prepared the full video content to be broadcasted in advance. In the respondent’s opinion scheduling and the last preparations for the event are the steps where the most assistance is needed and the whole “event design” is rather time consuming.

Addressing the question about the use of sponsorship packages, the expert mentions that they are widely used in the TV broadcasting business and include ready-made marketing options. The feedback collection, in the respondent’s opinion is carried out mostly in the form of e-mail inquiries.

6.2.3. Interviews with the Case Company managers

A semi-structured interview was conducted with one of the Case Company’s manager and a discussion was held with the representative of the sales department. Both the interview and the discussion have revealed not only information about the company’s NSD processes, but the practices within the company, which appeared to be useful for the author during the creation of the InSite concept. During the course of interviews it was found out that the New Service Development in the Case Company took more time than expected. In addition to that the way one manager communicated ideas to another department should be changed. The number of services was eliminated significantly, from 2000 which were on offer to only 150, which occurred to be relevant and thus the whole scheme of assigning responsibility for each bunch of services to the particular managers was changed. Specific quality standards were implemented, which shows that the Case Company is creating its services with regard to the practices within this field. The major problem, however was that before the services were created by the knowledge of the Case Company, thus they were less based on the investigation into the needs and wants of the target customer. Any actual service creation processes started

when the service concept was presented to the senior management and an approval from them was gained. None of the specific software programmes were used during the service development process, apart from the programme, which enabled internal communications between the departments.

The discussion with the Sales Department Representative has revealed that the service blue-printing technique was implemented and the way tasks are communicated to the departments was narrated.

6.2.4. Observation

As it was mentioned in the thesis chapter related to the research methods, the author has conducted an observation in the Ice Hockey hall in Saint-Petersburg. During the game it was noted that the audience was fully involved in the action, that was happening on the arena and during the breaks several competitions were held. During each break (with each of them lasting for 20 minutes) several games were held on the arena and the audience was able to participate by clapping or several randomly chosen people participating in not complicated games. One important feature, that the author noted that many people was eager to participate and the whole spectacle was interesting to the audience, who was not participating in the games. Prizes were offered to the winners or those participants, who have scored most points and at that point the sponsors marketed their product, giving it out as a prize. This led the author to a conclusion that the element of gamification has made the connection between the sponsor and the attendee easier and the value was communicated more effectively.

7 FORMING THE INSITE CONCEPT

It was concluded by the author that the focus should be put on the development of the Business to Customer solution, which could facilitate the communication of marketing messages and at the same time alleviate some of the Event Manager's concerns. Below the description of the concept will be given and the potential benefits for the stakeholders involved outlined. After that the process of creation will be specified step-by-step with the possible obstacles, that the further development might encounter being considered. The solution was decided to

be developed for the music festivals, which are held annually in Finland, however the concept's ideas can be changed so that InSite would as well be suitable for other types of events.

The InSite service will appear in the form of a solution, which main aim would be the maximization of the user experience from the event and increase in the sponsorship value. First the InSite mobile application's features and working principle will be described and then the full service and the stakeholders involved will be mentioned. After that the benefits each stakeholder will get will be mentioned in order to show the value created and where the potential revenues might come from. Next the process of the InSite's creation will be outlined and finally the potential obstacles will be defined.

7.1. The description of InSite application and service concept

The InSite application will have the basic features, such attendee profiling, agenda creation, navigation, sign-in via the social networks, push notifications and artist profiles. Special features can include branding, attendee in - application networking, attendee content capture and sharing, document/message sharing, polls and session rankings by the attendees and real time analytics. When the attendee logs into the application a special guide, which will help him to find out how the features work and how they can be activated can be provided. The main Value Proposition in this solution will be its gamification feature. An attendee can participate in the event game on the voluntary basis. In case the attendee decides to participate in the game, he would have to make a personalized profile, to which the awarded points would have to be assigned. Several profiles can be collected in a team, in case a group of friends or a family wants to participate. In order to complete the game the attendee would have to complete a series of checkpoints, which will be held in the sponsor's tents or stands.

After the attendee has completed an activity in the sponsor's tent the festival staff or the sponsor's staff will award the points to the attendee. This will be carried out in the form of a special numeric code, which could be inputted in the application by the attendee. The tasks offered by the sponsors will be developed by the Case Company together with the festival provider and the sponsor. The attendee would have the possibility to rate each activity, whether it was interesting or not, thus the valuable feedback will be provided. In the end the

attendee or a team which had collected the biggest number of points will receive special prizes from the sponsors.

7.2. Competitive features and stakeholder benefits

After the basic working principle of the solution was defined the benefits for the stakeholder parties involved have to be outlined. The author subcategorizes the customers into three customer segments: attendees, event managers and event sponsors. Each of this stakeholder groups will get personal value, thus the attendees will be kept entertained while the artists are not performing at the festival area. Additionally, as the target audience of modern festivals is the young audience the author assumes that they will be particularly interested in the solution as they are familiar with the use of mobile applications.

The sponsors will get direct benefit as their tent will be attended more often and the possibility to market their products or services will appear. In case the attendee wins a prize from the particular sponsor he would have to connect him in order to get the prize, thus a longer term relationship might be maintained. Some tasks in the game will require the integration with social networks, thus more exposure can be given to the sponsor's pages (e.g. the attendee can "like" the page of sponsor on Facebook in order to receive additional points).

Event manager's "pains" would as well be alleviated by this solution. Firstly the sponsorship opportunities will be more clearly defined, and that would assist the sponsors in the creation of the sponsorship packages. As well as that, the feedback from every attendee will be collected with their mobile devices, thus the Event Manager can offer more detailed statistics to Sponsors. Customer Profiling will be made easier with the help of application. The attendees will be constantly entertained when there are no action on the stage, thus the whole event's value will increase as the experience will be maximized. In addition, even though the target audience of the gamification features are young people, attendees of any age or social status can participate, thus the solution is considered to be "universal" for the various stakeholder groups.

7.3. InSite creation process outlined

The development of the InSite concept was carried out in seven steps, which are presented below and explained in more detail:

1. Review of the antecedent InSite concept
2. Accumulation of the needed knowledge of the sphere, the solution is being developed for
3. Detection of developmental possibilities and the reason why certain ideas were not implemented
4. Analysis of the Case Company's internal connections, resources, structure, systems and future policy.
5. Research on the existing mobile event applications and their features
6. Definition of the target customer segments and each target segment's needs, pains and gains
7. Development of the value proposition, that could address the needs, pains and gains of the customer
8. Combination of the knowledge about the Case Company with the previous findings: creation of Business Model
9. Refinement of Business Model with the New Service Development techniques
10. Identification of the future development direction

7.1.1. Review of the antecedent of the InSite concept

This stage may correspond to the *exploration* stage of the New Service Design process, described in the theoretical framework of this thesis. The idea for the InSite concept itself was derived from the previous event application of the company, which has not received any leverage because the solid business model was absent. The author tried to identify the following issues by having a conversation with the Case Company's manager asking the following questions:

1. What has prevented InSite from further development?
2. Can you please tell me more about the stakeholders within the InSite concept?

3. Who was co-creating the concept with the Case Company and participating during its implementation?
4. What was the direct benefit the InSite would bring to those stakeholders?

Regarding the preventions, it was found out that the needed sum of money could not be invested in order to create more advanced features for the concept. Thus, it was concluded that the “core” benefit of the new solution would be the earning logic, which would allow the company to earn money directly from the customer segment. In author’s opinion the benefit for the company, which develops the service and the possible source of this benefit has to be tried to be identified from the very beginning as in the InSite antecedent’s case this revenue flow was not clearly identified, thus the concept was not able to be developed further.

7.1.2. Accumulation of the needed knowledge of the sphere, the solution is being developed for

In order for the ideas to be generated, certain knowledge has to be accumulated by the key service developers, as if the specifics of the business sphere the solution is being developed for are not known some important details might be missed. In the case of InSite concept the relevant knowledge of the event industry and the key players within it was gained and implemented during the developmental process. It is important to note, that the process of knowledge accumulation for the Case Company itself was carried out in the form of the theoretical framework’s composition, however in other cases it might not be done in the same way due to the lack of time. Thus the author suggests contacting the persons, who are experts in the required field and trying to arrange an interview with them. During the interview the necessary information can be received in a convenient way as specific questions will have to be prepared by the interviewer (Case Company) in advance. In case the interview cannot be carried out, a review of professional literature or on-line sources is highly advisable, as this would provide the company with up-to-date information on what is happening in the industry. This information would as well be useful during the later stages of the new service development.

7.1.3. Detection of developmental possibilities and the reason why certain ideas were not implemented

After the concept's obstacles or preventions from the first step were defined, their further, more detailed investigation took place, in order to identify what threats the concept has faced and why the solution did not work. As the sufficient theoretical knowledge was accumulated from the second step, the author was able to understand who are the main players on the market and what could be their needs, the previous solution could not address. During this step it was once again confirmed, that the preceding solution lacked a solid business model and the flow of investment. During this stage it was understood that Event Manager's potential problems and daily duties have to be investigated in order for the new concept to be of value for them, thus interviews were carried out during the later course of the research.

7.1.4. Analysis of the Case Company's internal connections, resources, structure, systems and future policy

The data was gathered from the interview with the Case Company's managers and it provided the author a better insight into the company's assets, internal structure and future operations. At this stage of the InSite creation process it was important to ensure, that the development of the solution goes in line with the Case Company's changing policy and corresponds to the new objectives of it. In addition to that it was found out that the Case Company would like to gain a deeper insight into the customer's needs and wants, thus a solution, that could help to make customer profiling easier, would be beneficial not only for the Event Managers, but for the Case Company as well.

7.1.5. Research on the existing mobile event applications and their features

The research on the existing mobile solutions was completed in the form of benchmarking, as it was easier to compare how the features of different mobile applications were presented in each solution. The author has gained ideas on how the InSite mobile application's interface could be better enhanced as she reviewed the Coachella festival mobile application. The company should review existing solutions as this small-scale research enables it to define and what are the features most commonly implemented and thus already introduced to the users. Benchmarking is a useful tool for comparison and it as well allows to detect the strengths and weaknesses of the developed service. The Case Company would thus gain an understanding of how the others are performing in the industry and would be able to define what is consid-

ered to be a competitive feature and what is already presented on the market, thus not being considered new.

7.1.6. Definition of the target customer segments and each segment's needs, pains and gains

After the interviews with the Event Managers as well as with the audio video technology expert were conducted, the content analysis was performed and thus the customer profile was defined. InSite was chosen to be developed as a multi-sided platform, which could serve multiple stakeholder groups, the main of them being event managers, event sponsors and the event attendees. A decision to create InSite as a platform was made because in author's opinion, such a platform has more possibilities to develop, rather than a solution, which serves only one target customer segment. The new InSite concept focused on satisfying the needs of multiple stakeholders, thus a greater number of revenue streams could consequently be created.

This stage addressed the more detailed investigation into the target customer's profile, identifying customer jobs, pains as well as gains which are outlined below for each target segment. Thus, regarding the functional jobs Event Managers wanted to communicate the messages to the audience in a more effective way, manage the stakeholders more effectively, do the marketing planning, tracking the effectiveness of advertising activities, use social networks, hold meetings with the stakeholders, decide on the event programme, create either tailor-made packages for each sponsor or an individual marketing campaign for each, conduct ongoing evaluation of legislation and changes in the event business. Regarding the desired and expected gains, after the content analysis the author came to the conclusion, that the Event Managers will feel good if they make each event more profitable and have the event brand image be communicated to the attendees better. As for the pains, it was concluded that the stakeholder management and marketing communication could be alleviated with the solution.

After the author has prepared the Event Manager's customer segment map, she decided, that the "pain" of complicated stakeholder management as well as creation of sponsorship packages. The more detailed maps can be obtained from Appendices 6,7 and 8.

At this stage of the new service design it is important for the company to distinguish pains from gains, meaning that the difference between the issues which make the prospective customer unhappy and the features, which give him the direct benefit have to be carefully outlined and put on the customer profile map (the InSite customer value maps for different segments can be found in the appendices). In addition to that the company should remember, that the solution cannot address all the customer's jobs, pains and gains at the same time, thus the focus should be put on the creation of a well-working solutions only for some of the jobs, pains and gains.

7.1.7. Development of the value proposition, that could address the needs, pains and gains of each segment

The above mentioned conclusions about the jobs to be done, pains and gains were as well supplemented by the data, gathered from the interview with the audio video technology expert, who has mentioned, that "The entire event management in a single system would certainly be the "top-level" solution", meaning that it would require more investment and rather complex features to be developed to be competitive on the market. At this stage the author focused on the creation of the actual solution, which could alleviate some of the pains, create gains and help to get certain jobs done. The "fit" between customer profile and the value proposition was achieved and it can be seen from the Value Proposition map, presented in the Appendix 9.

7.1.8. Combination of the knowledge about the Case Company with the previous findings: creation of Business Model

After the desired "fit" between Value Proposition Map and the Customer Profile was achieved it is necessary to return to the key question of the role of the Case Company as the provider of the solution. Thus the Business Model Canvas, as a tool, which enables to conveniently graphically represent how exactly the value would be delivered to the target customer segments, what relationships the company should build with the stakeholder parties and what would be the key activities, key resources and key partners in this model. The financial operations were described with the Cost Structure and Revenue Streams of the Business Model, however it is also important to note that during the process of the following concept's testing

those costs and revenue streams can be changed, depending on multiple factors, such as business environment, competitiveness on the market and the interest of the target segments in the solution. The Business Canvas for the InSite can be obtained from the Appendix 1.

7.1.9. Refinement of Business Model with the New Service Development techniques

As the ideas for the concept were generated during the previous steps of its creation, the idea-generating new service design techniques were not implemented at this stage of the concept's development. The actual competitive features of the concept were refined with the New Service Development techniques. For example the "Five Why's" was implemented to understand why Event Managers experience difficulties with sponsors getting the needed exposure (one of the pains of the Event Managers). The author was continuously asking herself first "Why the sponsors be interested in the solution" and the answer was "Because the attendees do not pay the required attention to the traditional marketing messages". The following question was "Why the attendees are not paying enough attention to the traditional marketing messages" and a continuation of answers and questions arising from the answers has led the author to an idea that as the application will give the sponsor's more exposure and at the same time guarantee that the attendee will visit the sponsorship tent in order to perform the task and get the special prize.

Another technique implemented by the author was "what if" technique, that allowed to develop future scenarios of how the service could be developed for the other types of events. As the InSite was developed only as a concept it is highly advisable to the Case Company to refine the model with service blueprinting, customer journey maps, expectation maps and stakeholder maps, described in the new service design theoretical part of this work.

7.1.10. Identification of the future development direction

The following discussion of the concept with the company's manager has led to an idea that there are many developmental possibilities for the InSite concept. Firstly, social networks can be integrated in the concept more as it provides more possibilities for marketing. Secondly, in case the internet connection for the event is provided by the Case Company, attendees can upload their results with the help of a wireless network, which would be available only in the

tent of the Case Company on the event's site (in case the event is a music festival). Thirdly, the sponsors can be involved in more of the company's own projects as the joint creation of games for the InSite application will allow to make new connections.

7.3. Obstacles in the development to be considered

In addition to the process of InSite creation it is vital to mention the obstacles, the concept might face during its development. This is a very important topic as it allows to foresee the future challenges and develop the way they could be overcome beforehand.

Firstly, as the Case Company is not a startup, but rather a well-established organization, according to Osterwalder et al. (2014, XIX) the buy in from the top management has to be approved in order for the concept to be developed further. In addition to that and access to all the necessary resources of the company by the designers should be gained and risk aversion should be overcome. Career risk of innovation should be well-managed. (Sb.)

The author suggests put an emphasis on scanning the market the InSite is going to be launched on carefully. As the service is rather innovative the Event Managers or sponsors the solution will be offered to might not fully understand the potential developmental features or working principle of it, thus a series of meetings with them might need to be conducted by the Case Company.

In addition, the pricing for the service has to be calculated as the financial side was not studied in this thesis. This would require cooperation of different departments from the company.

Lastly, the project team, which will be in charge of the InSite service has to be established, and this team at its best should consist of different specialists, who would be able to develop the concept further holistically.

8 CONCLUSIONS AND RECOMMENDATIONS

8.1. Suggestions for developing the company's NSD Process

In the end of this work it is important to address the last research question, which was formulated as “How the Case Company's service portfolio development procedures can be improved for the future benefit?”.

Firstly it is highly advisable for the case company to search for the ideas of future services among the company's own human resources. In order to make this process more structured, workshops should be conducted. The agenda for those workshops should be clearly defined in advance as well as the results of the workshop. After the workshop is being conducted the discussion of the ideas suggested by each of the Case Company's department should be discussed. This will give the possibility for everyone to express ideas and the hear the ideas of others.

As the new service development process will be refined the system of task assignment to the employees should be enhanced, and the way a certain task is being completed should be tracked in a more detailed way. The activities, which are carried out by the service developers currently should be standardized and written down in the form of a time-limit. This would require processes' standardization and may be done with the help of external auditing.

As it was already mentioned, the ideas on further development can be as well obtained from the external parties, such as universities and other educational institutions. The company can develop more complicated projects, which would be carried out by the groups of students for a longer period of time (e.g. a year). Such co-operation will not only enable to explore the future human resources for the company, but provide the students with the necessary training, alleviating the Case Company's workload at the same time.

Insight into the customer's preferences should be gained by the company, thus in case a new service is being developed for a particular customer segment's representative can be interviewed, their surrounding environment should be closer examined and at best, the service or product could be co-created with them.

8.2. Reliability and validity of the research results

In order for the full work, especially the actual research process as well as the conclusions made to be trustworthy the issues of reliability and validity have to be addressed.

“Validity” is another word for truth (Silverman 2000, 175). The book author cites Hammersley (1990, 57) when validity is being more precisely defined: “interpreted as the extent to which an account accurately represents the social phenomena to which it refers”. Before the beginning of the actual research the author has carefully acquainted herself with theoretical material related to the topics, concerning the event management and new service development. The theoretical resources, where the information was taken from are reliable. As regards the Business Model Generation and the Value Proposition Canvas literature sources and the models, taken from those sources and extensively used during the course of this work, it has to be mentioned that the author has used the models multiple times thus a clear understanding of the working principle of these models was gained.

Some commentaries should be left regarding the digitalization of event management part. The material for this theoretical chapter was taken from the multiple websites and white papers that were published online, which, on one hand, enabled the author to ensure that the information taken from these sources was up-to-date. However, it has to be noted that the ideas, expressed in those electronic sources are rather new and have to be tested in practice further.

The three research methods chosen had as well helped to obtain different points of view, and the data gathered with the help of these method complemented each other. For example, the observation data, which showed how the stakeholders interact during the event was supplemented by the interview data, which showed the process from the stakeholder's perspective (in this case Event Manager), thus the research process can be considered reliable.

Semi-structured interviews

In this work, a document with questions was sent to the Event Managers and the audio video technology expert by the means of e-mail. The responses were collected within several working days and most of the questions were answered, however it is necessary to outline some limitations. Firstly as the communication was held online the research was not able to see the interviewees in real-time, thus only the information in the form of the answers to the interview questions was collected and the emotions were not witnessed during the interview process. The reason behind particular respondents not giving answer to some questions might as well be the fact that they were not willing to write a long answer to the inquired question.

The issues of anonymity and confidentiality were taken into consideration, thus the names of employees and companies were not enclosed in the data results. In addition, in the e-mail, which was sent along with the questionnaire it was explicitly stated, what was the aim of the report and who the researcher was. In addition, the respondent was informed that the participation in the research is voluntary and the data gathered from the interview would be used only for this research purposes.

Observation

The observation was carried out without any disturbance caused and the researcher recorded the information on the hockey game process what she considered to be useful. In addition to that, although the observation was obstructive, meaning that the participants did not know they were observed, the researcher did not focus on any particular participant in order to find out his or her personal information, rather the aim was to describe the interactions within the whole hockey venue and focus on how the attendees were entertained.

Benchmarking

The author carefully looked for the information in order to complement the information about every solution carefully researching every provider's website thus ensuring the reliability of the information. The reliability of the providers' website was checked.

8.3. Suggestions for the future research

The author suggests investigating the topic of process standardization further as this will allow the Case Company to create regulations according to which projects should be carried out. In addition a more detailed event business investigation can be performed as it will not only allow to create a more complex version of the InSite, but also to possibly create other supporting services for it, assisting in the creation of the new portfolio.

As it was already partly mentioned before, the Case Company is highly advised to make a deeper research into the behavior of their customers. The creation of the portrait of a potential customer will not only ensure that the needed services are being created but also might give ideas for other researchers to be conducted.

As the new service development process will undergo certain changes, the influence of it on the other processes, carried out by the Case Company might change as well. Thus the way processes within each department (e.g. sales, marketing) are connected and how the interdepartmental work can be taken on a new level can be further investigated.

The Marketing Department of the Case Company could as well investigate the topic of users' online experiences and the way they are to be formed. The way Company's digital services have to be created in order for them to achieve high usability scores can be researched as well.

9 CONCLUDING REMARKS

In conclusion it has to be mentioned that I, as an author of this thesis, have gained a lot from this work. I have learned the way research is carried out as a process and what skills and knowledge is required for it. As the concept was developed as a solution for the company I was able to discover what are the business processes in a Finnish company. Valuable feedback was received by me from the Case Company's managers. I would like to thank the Case Company for the opportunity it has provided me with and I hope that this work will be of greater assistance in the future.

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APPENDICES

APPENDIX 1

Questions for the interviews with the event managers (organized by topics):

General questions:

- 1) Have you used any mobile and digital applications which have helped you during the organization of the festival?
- 2) Would you be more interested in the B2B (business to business) solution which facilitates the operation and information management or in B2C (business to customer) solution which communicates the messages to the audience more effectively?

Which digital solution, in your opinion, would be more suitable for the event?

Stakeholder management:

- 3) How do you find and contact partners?

Company internal structure:

- 4) What is the size of the crew?
- 5) Do you have a certain hierarchical structure within a crew? Can you briefly describe the main managers and their responsibilities (e.g. Artist Manager, Marketing Manager...)?

Planning and risk management:

- 6) How do you identify goals and objectives for the event? (e.g. team discussion, each department has own goals defined etc.)
- 7) During which planning stage you would need the most assistance?
- 8) Which of these stages takes the longest time to organize?

- Planning
- Risk evaluation
- Stakeholder management (partners, government organizations issuing licenses)
- Artist management
- Strategic marketing
- Sponsors' management

- Feedback collection and evaluation

9) How the following plans are currently carried out? Is any specific software used?

- Financial planning
- Marketing planning
- Operational planning

10) How the following risks are currently evaluated? What is taken into consideration?

- Economical risks (e.g. profit loss, may be alleviated by careful estimation)
- Performance risks (e.g. event not coming up to the expectations, plans not being executed)
- Psychological risks (e.g. feeling of discomfort among the audience, may be alleviated with security people on the site)
- Physical risks (e.g. physical injury, may be alleviated by evacuation strategies)

Strategic marketing:

11) Do you create marketing campaigns with each sponsor individually or you have pre-set sponsorship packages, which include ready marketing options?

12) With what media you collaborated most actively during the last event?

Operations management and feedback collection:

13) How the tickets are distributed?

14) How do you decide on the event programme? Are customer preferences somehow estimated?

15) Is the feedback collected from the event? In case it is collected, how it is collected and what is asked from the attendees?

APPENDIX 2

Questions for the interview with the audio visual technology expert (organized by topics):

General questions

- 1) Which digital solutions are currently used in the process of the event management?
- 2) Which digital solution, in your opinion, would be more suitable for the event business nowadays: B2B (business to business) solution which facilitates the operation and information management or in B2C (business to customer) solution which communicates the messages to the audience more effectively?

Stakeholder management

- 3) How partners are found and contacted in the event business?
- 4) How the partner TV channels on which the event will be streamlined are selected?

Digital solutions in the event management

- 5) Which digital video solutions are now used in the event business?
- 6) What is the digital solution which delivers the message to the audience in the most effective way?

Sponsorship solutions

- 7) What were the most often used sponsorship solutions in the event business?

Planning and risk management

- 8) During which planning stage most assistance is needed?
- 9) Which of these event stages takes the longest time to organize, in your opinion?

- Planning
- Risk evaluation
- Stakeholder management (partners, government organizations issuing licenses)
- Artist management
- Strategic marketing
- Sponsors' management
- Feedback collection and evaluation

10) How the following plans are currently carried out? Any specific software used?

- Financial planning
- Marketing planning
- Operational planning

11) How the following risks are currently evaluated? What is taken into consideration?

- Economical risks (profit loss, may be alleviated by careful estimation)
- Performance risks (event not coming up to the expectations, plans not being executed)
- Psychological risks (feeling of discomfort among the audience, may be alleviated with security people on the site)
- Physical risks (injury, may be alleviated by evacuation strategies)

Strategic marketing and feedback collection

12) Are marketing campaigns in the events mostly created with each sponsor individually or pre-set sponsorship packages, which include ready marketing options are used?

13) How feedback from the events is currently collected?

APPENDIX 3

Questions for the Case Company's Product Managers Interview about NSD:

- 1) How the NSD process is actually carried in the company? Is the NSD process somehow formalized?
- 2) How much time does the NSD process take in the company?
- 3) Is the NSD process being reviewed? On what time basis?
- 4) What are the main obstacles for the NSD process to develop sustainably can you define?
- 5) How often the discussion meetings in the company are held?
- 6) Which main categories of services are offered to the customers now and what are the main branches of the responsibilities' share among the personnel?
- 7) How the contracting is carried out in the company?
- 8) How the quality standards are defined and followed?
- 9) How the services in portfolio are interrelated, do they complement each other, creating a solution?
- 10) Is the consumer market researched on the constant basis?
- 11) In which area the new services more often emerge? (Business to Business, Business to Consumer)

- 12) How the new concept is designed? Is the communication maintained between the departments
- 13) How the beginning of the service design fostered? Who is in charge of decision whether the project should proceed from the stage of an idea to the stage of later development?
- 14) Who prepares the budget for future projects (in this case this is the service creation) and how this budget is being prepared?
- 15) Is the personnel training carried out? Who is responsible for it?
- 16) Which techniques to create ideas, design and test the services are implemented?
- 17) How the feedback from customers is collected? How it is used during the later course of business?

APPENDIX 4

Topics for discussion with the Case Company manager:

1. What has prevented InSite from further development?
2. Can you please tell me more about the stakeholders within the InSite concept?
3. Who was co-creating the concept with the Case Company and participating during its implementation?
4. What was the direct benefit the InSite would bring to those stakeholders?

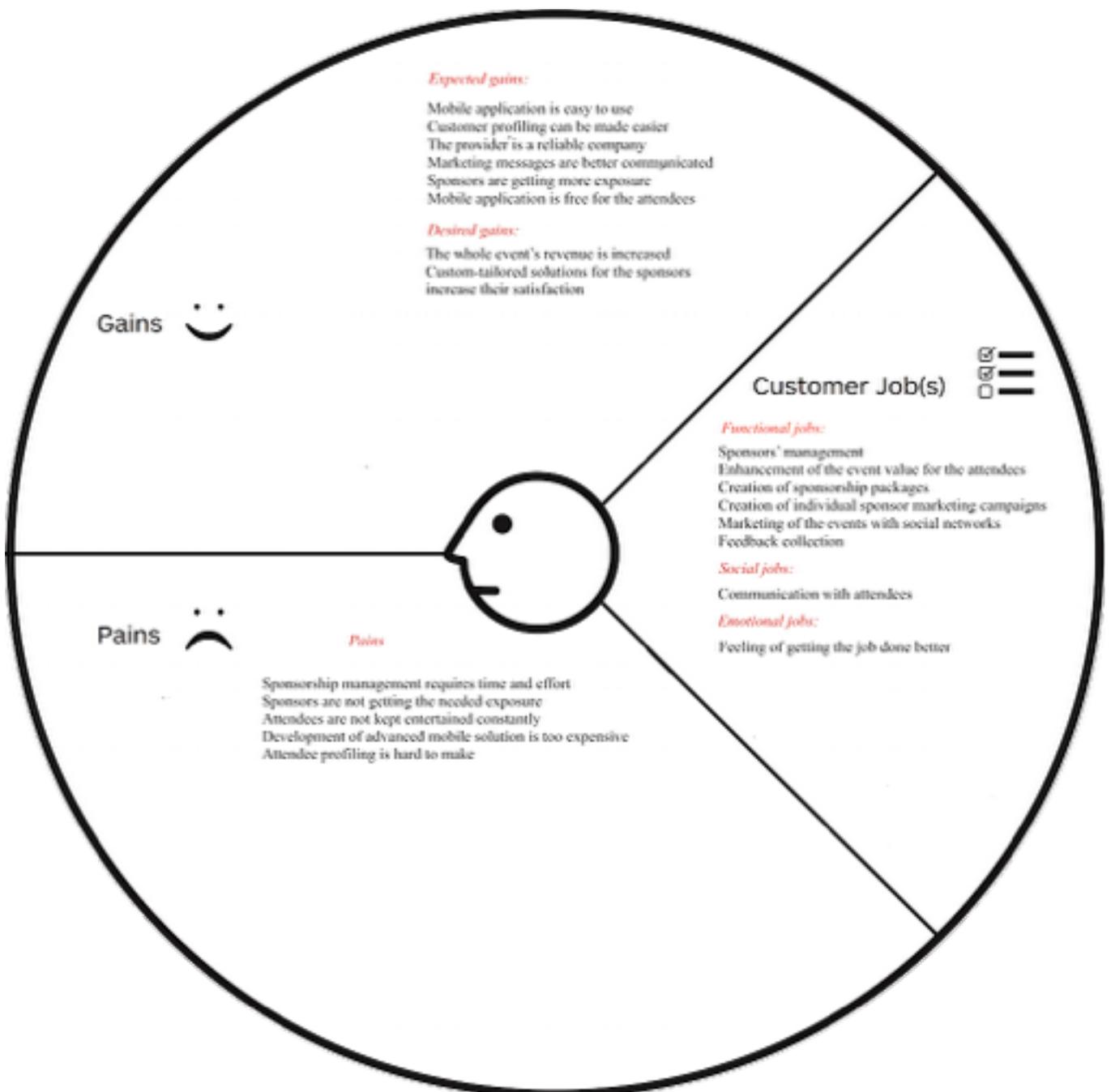
APPENDIX 5

Business Canvas Model of the InSite service:

Key Partners <ul style="list-style-type: none"> - Application developers - Event managers - Local companies - Universities 	Key Activities <ul style="list-style-type: none"> - Analysis of sponsor companies and creation of the in-application gamification activities for each of them - Combining individual gamification activities for each sponsor into a single proposition for the whole event - Managing the application from the technical point of view 	Value Propositions <ul style="list-style-type: none"> - Application with games for the attendees, which have to be completed at every sponsor's checkpoint - Sponsors are able to attract attendees to their stalls with the gamification features of the solution - Customized feedback for every sponsor generated and sent - Features of each game are custom-tailored for each sponsor - Universities are involved in the creation of the solution for each sponsor, which allows new ideas to be created 	Customer Relationships <ul style="list-style-type: none"> - Contacting Sponsors - Creating working groups within the Universities - Contacting Event Managers 	Customer Segments <ul style="list-style-type: none"> - Event managers - Event sponsors - Event attendees
	Key Resources <ul style="list-style-type: none"> - Connections with the Finnish and Russian event managers - Connections with application developers - Human resources of the company in order to run the project 		Channels <ul style="list-style-type: none"> - Application stores/mobile markets for the attendee to get the application - Sponsor's stalls at the event venue/setting 	
Cost Structure <ul style="list-style-type: none"> - Costs for contacting stakeholders - Salaries to the project team - Application development costs - Costs for on-site arrangement of the sponsor's activities for the attendees 		Revenue Streams <ul style="list-style-type: none"> - Event sponsors can be charged for the solution to be developed for them - Event managers can be charged for the solution to be developed for all of the event's sponsors 		

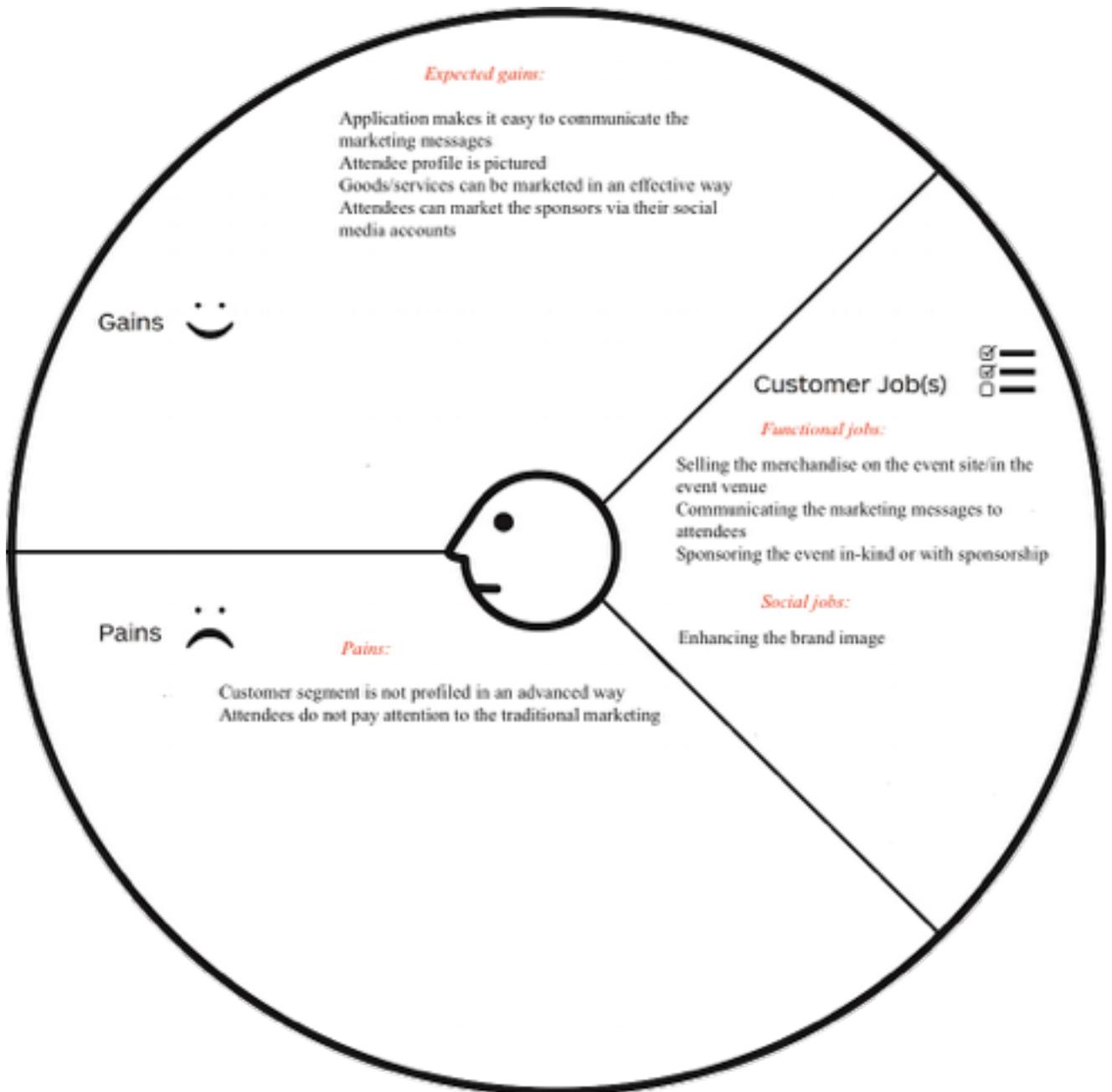
APPENDIX 6

Customer value map: event manager's profile:



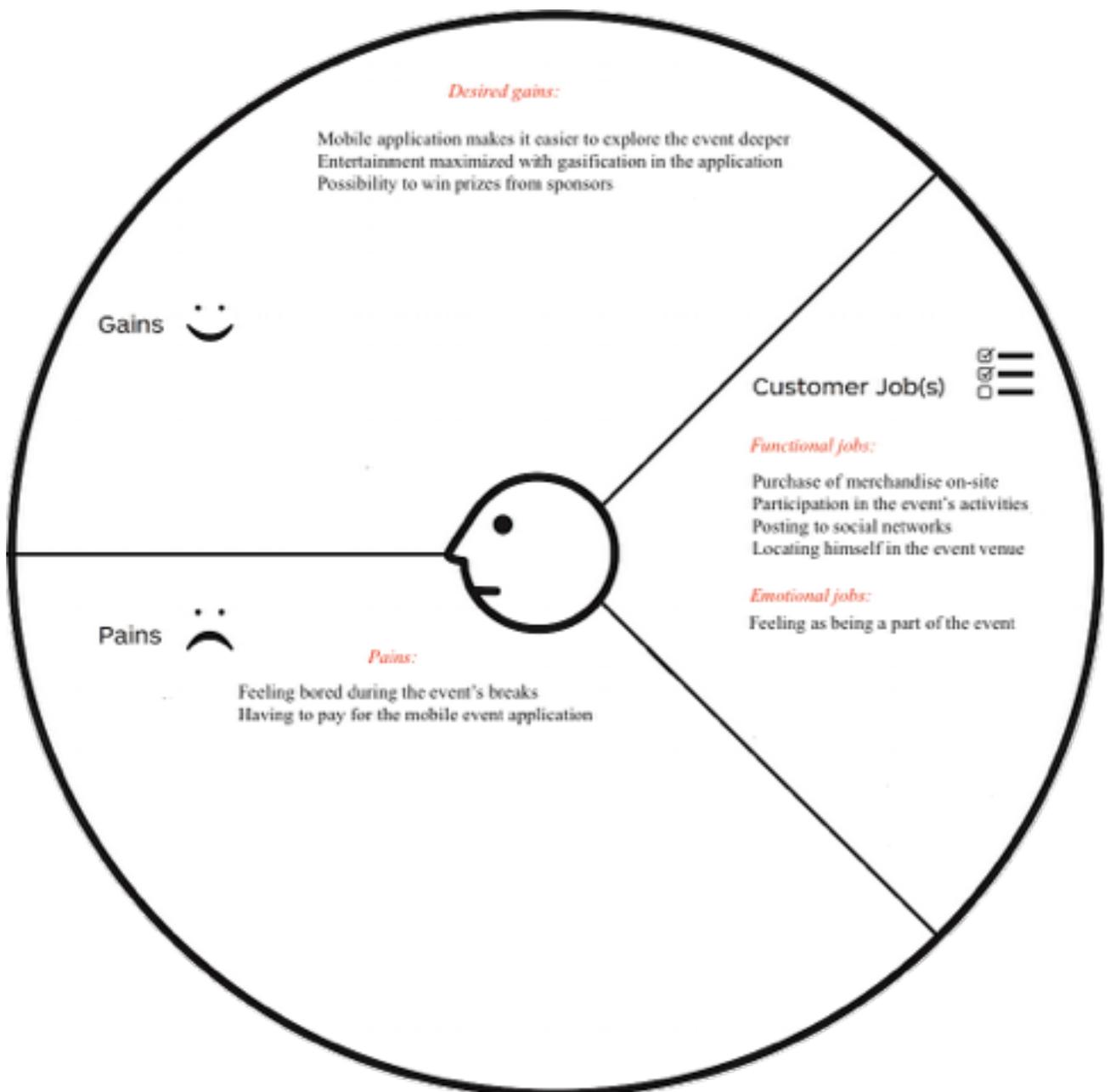
APPENDIX 7

Customer value map: event sponsor's profile:



APPENDIX 8

Customer Value Map: event attendee's profile:



APPENDIX 9

Customer Value Map: Value Proposition Canvas

