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Improving customer experience in NewCo YritysHelsinki's events through service design

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NewCo YritysHelsinki's events through service design

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This thesis was commissioned by NewCo Yrityshelsinki, an organization offering public services to support the establishment of new companies. The thesis focuses on researching the current event operational process in NewCo Yrityshelsinki and customer experience during event participation. From the collected data, the author uses service design methods to find solutions for existing problems and suggest changes.

The theoretical framework for the thesis includes two main parts: event operational management and service design thinking. Event operational theory consists of definitions of events and event management, the process of event operation, types of event, target customers, event planning, and event implementation. In the event implementation part, the author highlights three main areas which relate directly to the research in NewCo Yrityshelsinki, centering on human resources, site management, and catering. The second part is about Service Design thinking, which serves as the approach and methods to investigate the case and improve the quality of service. In this part, the author explains the principles of service design thinking and presents two tools for this approach: personas and customer journey map.

In this thesis, service design is used as the primary approach. In Service Design tools, the author uses the two tools of Personas and Customer Journey map to portray the differences between two target customer groups and illustrate the customer experiences in the whole event participation separately. Using those tools, the author collected data from the qualitative feedback of event customers in NewCo Yrityshelsinki and by interviewing the event planner in the organization for more information. In the improvement part, the author benchmarks NewCo Yrityshelsinki with Microsoft Flux, a startup community space, in order to learn from their success.

The key results include three parts: discovery of the current event performance quality in NewCo Yrityshelsinki measured by customer satisfaction, and recommendations for improving event organizing and for operational change in the organization. The first part's result reveals weak brand communication, incoherence in information channels, and technical issues in the registration process. The second part suggests solutions to make the digital interactions more user-friendly for the attendees. The last part combines both the current performance observation with the consideration to the strategy of the organization to come up with a few suggestions: to increase the information flow in the building of available services, and to decrease the number of in-house events while creating more chances for external events.

Keywords: Event, Organizing, Public services, Service Design thinking.

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1 Introduction

Creating maximum benefit for customers without being bound by financial revenue is usually considered the advantage of organizations in public sector. However, how a public organization can maximize the benefit they bring to customers is still a question mark. NewCo Yrityshelsinki is a department of City of Helsinki, where entrepreneurship and startup support services of the city happen. The organization aims to support every form of business, by helping to start a business, increasing the chance of companies to survive in competitive environments, and supporting existing businesses to scale up. With those purposes, the organization participates actively in the ecosystem and goes under operational changes to improve the quality of services.

Events and workshops are significant parts in the services that NewCo Yrityshelsinki offers to the public. They provide a variety of events and workshops covering abundant topics with high frequency and considered the most valuable service that NewCo Yrityshelsinki offers their customers in information, training, knowledge, skill, and network. Consequently, improving event quality to satisfy customers is crucial to the organization's success. In this thesis, the author will research the current event operational process with customer satisfaction to come up with an improvement plan for the event sector in NewCo Yrityshelsinki.

1.1 Background

The author used to work as an event coordinator intern in NewCo Yrityshelsinki from September 2016 until February 2017, and then comes back to work here as an event coordinator and project assistant for Helsinki Growth Alliance from March 2017 to present. Due to this experience, the author has a chance to approach the event operation progress in NewCo Yrityshelsinki for English-speaking events.

Information in this study is collected during the working period in the organization, and based on author's experience by organizing events in NewCo Helsinki. Statistic information is collected by open data. Customer feedbacks result is collected from the open source from Feedback for Helsinki Growth Alliance. The author also interviewed the director and an event planner of the organization to learn about strategic plan of the organization and internal employees' perspective. Combining all of those stakeholders' information, the author then used service design methods to examine the current situation and suggest suitable changes.

1.2 Aim of research

The author aims to research the current event operation management process in NewCo Yrityshelsinki, and the customer satisfaction about on-going events. By using service design methods, the author will create persona for each target group in NewCo Yrityshelsinki, and develop customer journey maps from those. By analyzing the customer journey, the author will propose a service design plan to improve the quality of event service, therefore enhance customer experience when they join events in NewCo Yrityshelsinki.

Furthermore, NewCo Yrityshelsinki is going under an operational progress. From the analysis result, the organization can gain some insight of current state of performance of the event organizing in particular, and of the whole organization in general. Moreover, service design thinking methods are applied in this thesis can be used to analyze and build a better experience for all other services in NewCo Yrityshelsinki. Service design process is trusted also to build a stronger relationship with the internal employees, which is an essential factor to success in any organizations.

1.3 Structure of the thesis

The thesis includes eight main parts. The first part, Introduction & Background provides readers the background and goals of the thesis. The second one is for introduction of the main target organization, its services, target customers, and current human resources. The third part is the theory base under the thesis, including event and event management knowledge. Service design thinking methods are introduced in the next part so that the readers can understand the basic of service design thinking, the reason the author used it to analyze current performance, and learn more about some methods in this field. The following part is to analyze of the current state of event experience in NewCo Yrityshelsinki by evaluating customer feedbacks and apply some service design methods. The next part, which can be considered as the most important one, is improvement suggestion from the author. To learn from a successful model, the author researchs about the popularity of Microsoft Flux, a startup community space in Helsinki. This part includes detailed suggestion relating to event operational process and strategic move to make event align to corporate goals.

2 NewCo Yrityshelsinki

NewCo Yrityshelsinki (NewCo Helsinki in English) is founded by the Growth Department of the City of Helsinki in 2014. NewCo Helsinki is a marketing and brand name for the entity and services operated by the City of Helsinki and Helsinki Enterprise Agency. Business advisory service was first provided in 1992.

2.1 NewCo Yrityshelsinki objectives, goals, and target customers

The priority objective is to make the first steps of entrepreneurship easier, to lower the obstacles related to entrepreneurship and to decrease the risk of failure. The long term goal is to help in any way possible for business growth and achievement of international success.

Belonging to the public sector, NewCo Yrityshelsinki aims to approach every Helsinki citizen who is interested in opening a new business. People who are living in the Helsinki region, or want to choose Helsinki region as a target market can receive support from NewCo Yrityshelsinki regardless of the type of business they choose. From opening traditional business, franchising, to startup, every business receives the support from the organization.

From the interview with Tommo Koivusalo (interview 25 April 2017), the director NewCo Yrityshelsinki, the vision of NewCo Yrityshelsinki is making Helsinki the center of startup and business of the world. Therefore, attracting foreigners to Helsinki to do business or choose Helsinki as their target market is crucial to the organization success. Furthermore, NewCo Yrityshelsinki is trying to build the enterprise ecosystem, which means not only NewCo but also tens or even hundreds of other organizations and individuals will assist people the same way NewCo is doing in the Helsinki region. The organization is not acting like an individual factor which competes with other accelerator companies, but as a composition in the ecosystem which helps every other factor. With that goal, the success of NewCo Yrityshelsinki is not only measured by the number of startups get helped every year, but also the metropolitan level of the city of Helsinki in general.

2.2 Services in NewCo Yrityshelsinki

NewCo Helsinki offers a wide range of entrepreneurship support services from basic entrepreneurship education to how to create a high potential global growth company. Business advisors in NewCo Helsinki help start-up companies in clarifying their business idea, applying for funding and the establishment of the company in all matters relating to practicality. NewCo Helsinki provides services in many languages: Finnish, English, Swedish, Russian, Arabian, and Russian.

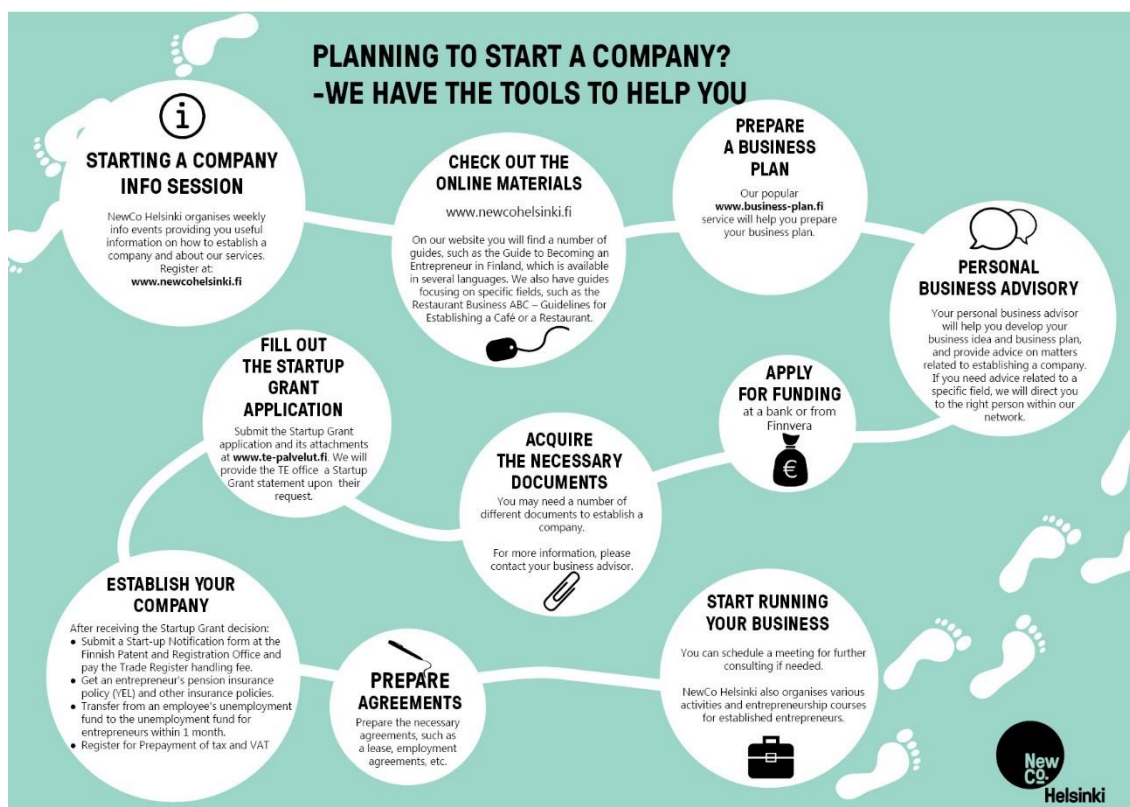


Figure 1: NewCo YritysHelsinki services (NewCo YritysHelsinki 2017)

For customers who have already established their company, NewCo provides 1-on-1 business coaching, co-working space, meeting and event facilities, specialized workshops and training, connects them to exclusive partner deals, and introduces customers to funding possibilities. The goal is to help companies scale up the business and go international.

NewCo Helsinki has a good network of service providers in different fields, such as banking and finance, bookkeeping, and insurance. Service providers are from both public and private sectors. Customers in supporting programs will receive a better price, exclusive networking events, and in-house pop-up advisory. Companies can also register to NewCo's partners to be recommended.

Helsinki Growth Alliance is a European Union funding project of which NewCo YritysHelsinki is a part. This project aims to support startups from the idealization phase to establishment of companies in the great Helsinki region. Together with partners from Helsinki, Vantaa, Espoo and Kirkonummi, they organize regular training, workshops, events and other activities to support startups and individuals progress with their business. They also provide coaching sessions to help in business ideation, business concepts, business modeling, pitching, and team building.

2.3 Human Resources

NewCo Yrityshelsinki is going under operational change, which results in changes in team divisions. Previously, the organization is divided into two main teams: Business Advisory and Growth Services, depending on the target customer. The Business Advisory team works mainly with traditional business customers, while Growth Services works with startups and pre-startups.

From March 2017, NewCo Yrityshelsinki changes team division. The department is divided into teams based on their roles in the organization, not on target customers. Therefore, currently, there are seven teams. The largest one is the Business Advisory team including both traditional business advisors and startup advisors. Event and Marketing consists of three people including two planners and one marketer. A graphic designer intern prepares materials for marketing. The author also works to support Helsinki Growth Alliance events which happen mostly in NewCo Yrityshelsinki building.

3 Event & Event Management

"Event" is an ambiguous term which is defined differently by various authors. It can be understood simply as "A thing that happens or takes place, especially one of importance," "a planned public or social occasion" (Oxford University Press 2017). Approaching from a professional's point of view, Sven Damm, the author of the book *Event Management: How to Apply Best Practices to Small Scale Events* (2012), researched the origin of the word "event", and concluded that based on its Latin roots, originally an event is an occurrence, something that happens. Event can be planned or unplanned, although it can be differentiated by the word "special" to add the human factor. Getz (1997) defines "special event" as a "one-time or infrequently occurring event outside a normal program". People has been actively planning and managing special events, which makes it grow in complexity. The use of the word "special events" for a planned, temporary and infrequent occurrence becomes less and less since people tend to shorten and abbreviated it to simply "event". From a more modern source, regarding to the event industry, Silvers described an event, in her book *Professional event coordination* (Silvers 2012), as "an experience, carefully crafted to deliver an impact on the person in attendance". From the above references, and based on the purpose of this thesis, we will use the word "event" to refer to a planned and temporary occurrence, which is one-time or infrequently occurs outside the normal routine.

By using the term event above, event management in professional term is referred to the application of project management to the creation and development of events. It involves studying the brand, identifying the target audience, devising the event concept, and coordinating

the technical aspects before actually launching the event. (Ramsborg et al. 2008). In more practical definition, event management is the process of setting up and organizing an event from start to finish. Skills like details planning and project management are required from the ideation stage.

Event management in ancient time existed already in the Greek and Roman ritual ceremonies or gladiatorial games; but in modern world, with its recent development and increase in complexity, event management usually is done by specialists. The event operation model below shows the role of an event operation manager and the event operations management process.

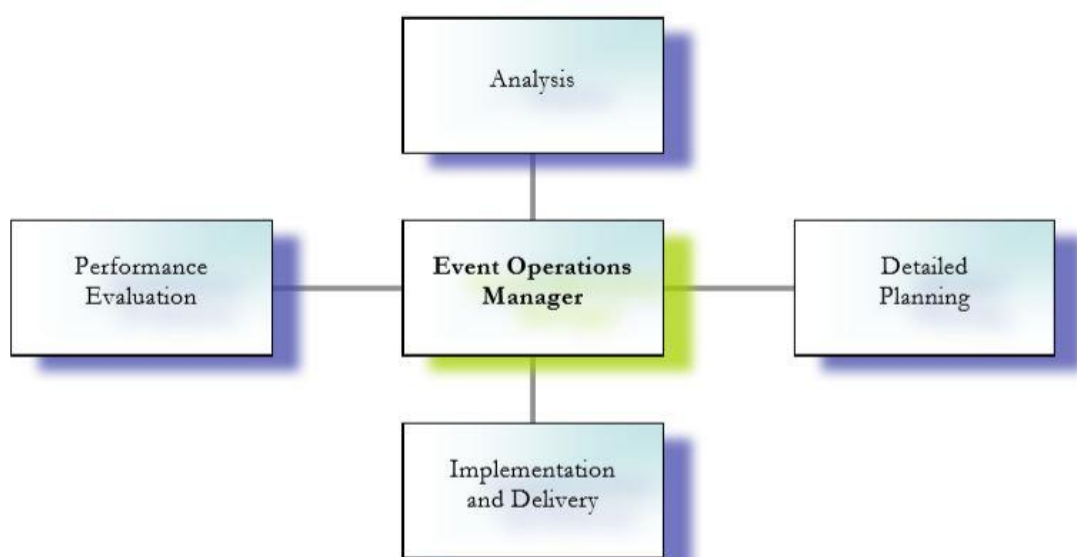


Figure 2: The event operation management process (Tum, Norton and Wright 2006, 7)

The first stage Analysis is the idea building process. It includes internal analysis of the organization and external analysis of the environment to the event. It also involves studying the brand, goals, and mission of an organization, which should be implemented into the event objectives and messages. In this stage, the basics of event planning processes like event purposes, goals, and target audiences is decided.

The second stage is the planning stage of the process. This is usually the most time-consuming stage in event operation. Depending on the scope of the event, it can take many years, as in the Olympics, or less than a week in the case of an internal gathering. Despite the differences, many stages and techniques are the same. This stage provides the foundation for the next one: Implementation and Delivery.

The third stage is the production of the actual event. It includes human resources management, forecasting, and planning for site capacity, with scheduling and coordination of all the activities to bring out the event. This is also the part where participants/customers are most engaged. The result of this stage decides the outcome of the event, which will be evaluated in the final stage.

The final stage is performance evaluation. Sometimes, this part is omitted by non-professional event organizer team, but in fact, this stage is important as it reviews the event and suggests improvement for the experience in the future. This part may include direct and indirect feedback from stakeholders, measures of customer satisfaction, and measures of goals achievements.

The event operations management model is the foundation theory for this research, as the objectives are to create a better event planning process for the organization. This research will emphasize in improving three later stages in the process, since the ideation stage has been done in the organization.

3.1 Types of event

In written sources, different authors suggest many ways to categorize events. It can be differentiated by size, content, purpose, or by target audiences. Getz' typology of events (Getz 2007) was used widely for years due to its practicality of categorize events based on its type.

Cultural celebrations	Business and Trade	Arts and Entertainment	Educational and Scientific
Festivals Carnivals Religious events	Meetings Product launched Trade shows	Concerts Performances Awards ceremonies	Conferences Seminars Training
Political and state	Private events	Recreational	Sport competition
Political summits Royal occasions State visits	Parties Weddings Family occasions	Games Outdoor activities Adventure activities	Individual/Team Amateur/Professional Local/International

Table 1: Getz typology of events (Getz 2007)

Since events in NewCo Helsinki consist four main types: information sessions, workshops, round-table discussion, or networking events, it falls to the business category and the educational category. Therefore, in this study, the main foci are business events and educational events.

3.2 Target audiences

Target audiences or the event participants are the external customers that the organization trying to reach. According to Tum, Norton, & Wright (2006, 55), external customers nowadays are sophisticated. They can be travelers from another part of the world to join one event, demanding more information, and may have a higher expectation. Expectation level has a great effect on the level of satisfaction: while higher expectation may help event organizers sell better, but if those expectations are not met then the particular event and the future business will be lost (Wood 2004). That expectation can be controlled partly by the level of published information, and the marketing message.

Van de Wargen and Lynn (2010, 29) think about event audience in another aspect: their needs and their conservative limits. The needs of all participants need to be considered before finalizing the concept. An event will be considered success if it can challenge normal behavior and encourage participants to engage in unusual activities. For example in a networking event, although the nature of Finnish people is not talkative and they usually are not keen on greetings a stranger, the event organizer can create a welcoming ambiance and several ice-breaking activities to engage people and help them to step out of their comfort zone to learn more about other participants. It will bring satisfaction to attendees when they complete the activities and leave a stronger impression. However, Van de Wargen and Lynn also mention that it should not exceed the conservative limits. In cases, the event manager needs to go with the flow of the event and direct the event or simultaneously change the plan to meet audience response.

3.3 Event planning

Tum, Norton & Wright (2006, 95) proposed a detailed six-stage event planning process:

1. Define goals and the target market
2. Research critical success factors (CSFs)
3. Determine the skills and resources required.
4. Link the skills and resources to the CSFs.
5. Develop strategies
6. Finalize plans.

The first step is about the company/organization. To decide the main aims and market, the event organizers should define the company/organization goals, vision, their target customers, style of event, and customer's values. From that information, the event manager can decide their main market, customer, and style of events. The second step is defining critical success factors which are customer demand, competition advantage, and available opportunities. Thirdly, the event manager should critically analyze resources required to deliver customers' needs and if the organization has the competencies to provide it. The fourth step is to link competencies and resources to external forces and situations. By analyzing the opportunities, threats, strength and weakness of the corporation, one can determine what actions need to be done to highlight the strengths, minimize the weakness, counter threats and ride the opportunities. Fifthly, required necessary actions to make the objectives happen need to be listed. The last step concerns the final practical part of the event: its size, period, and space. That information in this step is the premise to develop the next part: event implementation.

3.4 Event implementation

Event implementations include all details relating to events, from managing human resources, supplier, site, to identify risks. For the research covered area, this part will mention some highlight theories relating to human resources, site management, and catering.

3.4.1 Human resources

Griffin (2000) proposes that individual performance is generally determined by three factors:

1. Motivation to do the job
2. Ability to do the job
3. The resources to do the job

Abilities can be made up by training, resources can be provided, but motivations is much more challenging to pass. There are some traits of a motivated event staff that can determine the success of an event: they enjoy customer contacts in a helpful and a generally cheerful manner, do their best to meet customer needs despite the difficulties, and have the desire to offer good service. They gain personal satisfaction when they can make customer satisfied. That trait can be counted as a hospitality manner, which exists in many service workers. Other than the event staff, there are volunteers in the event. They have some differences with the events staffs as they may lack experience, need training, usually join the event for the "fun" part, and prefer short-term responsibilities (Getz 1997). Volunteers will feel committed to the event if they are enthusiastic about the event itself. They may have a different personal goal to volunteer to an event: younger volunteers usually seek for personal development, while experienced volunteers work for personal enrichment and to help others.

The satisfaction levels in Maslow's hierarchy of needs is a way to illustrate how a company can motivate their event staffs. By providing a basic practical need, the company can also create a feeling of belonging to the company, which boost their responsible feelings, by increase interaction and communications among event organizing team, and treat volunteers equally like an event staff. From the sense of responsibility, the employees will gain their self-esteem satisfaction by creating and delivering good services, and furthermore, develop their competencies by those experiences.

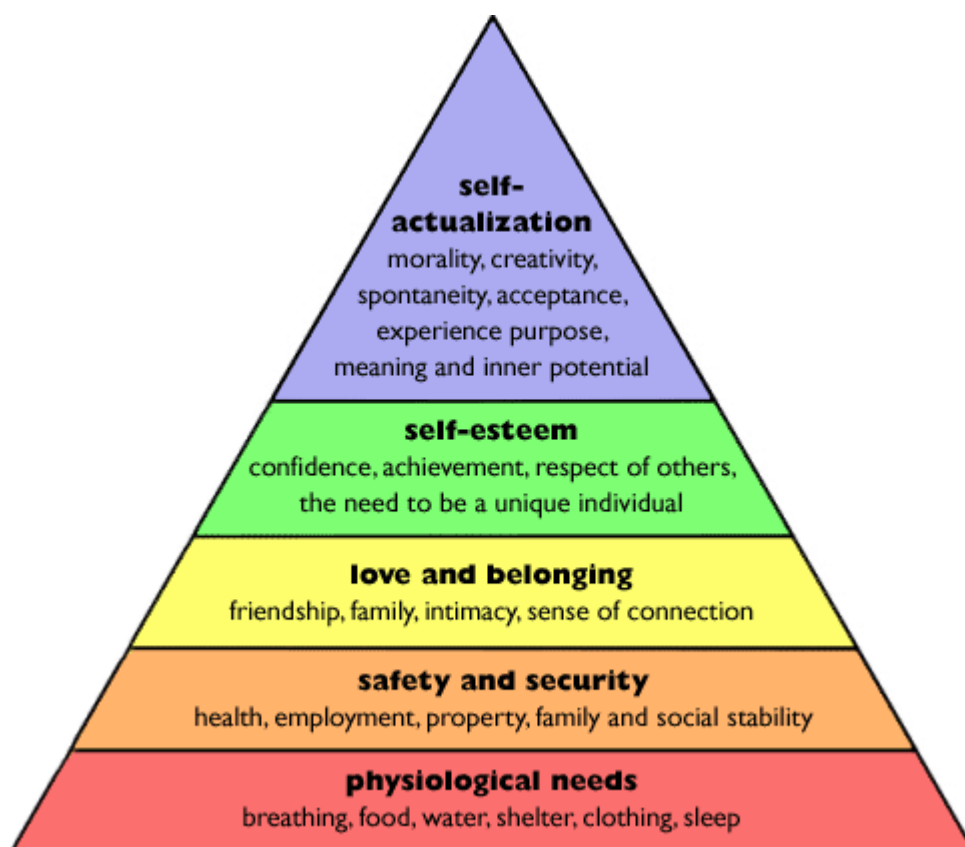


Figure 3: Maslow's hierarchy of needs (Maslow 1943)

By motivating the employees, providing necessary resources and training, the company has owned the most important resources in event organizing particularly, and service providing generally: human resources. However, to manage this resources, the manager needs to work on transparent communications and an open culture which gives authority to acts to employees with few rules and procedures.

3.4.2 Event venue

In order to choose and evaluate event venue, it is important to consider its functionality. The size, scopes, type and purpose of event will determine whether the venue is suitable for the planned event. The estimated number of attendees is also a basic fact since it cannot exceed

the utility of the venue, but rather under the utility to prevent risks. Availability, access to location, facilities and budget are fundamental factors that must be taken into account when deciding venue or site for events. All elements of an event need to be listed to ensure that even the smallest details are given attention (Van de Wargen & Lynn 2010, 45).

3.4.3 Catering

Catering service can be complex due to the size and sophisticated level of the event. In order to have a catering service, an event organizer needs to work on the estimated number of attendees, style of event, venue layout, agenda, and special requirements. Styles of Catering services can vary from buffet, a la carte, grazing station, or food stalls depending on the purpose of catering for the event. Type of catering depends on the budget and culture of the organization: it can be gourmet food with high quality or simple casual snack. Weather is also an important factor for food serving: summer with high heats is not suitable for easily spoiled food, while on cold days, hot food and beverages are in high demands though it is not easy to maintain the temperature. From the decision of style and type, the logistic of food supply needs to be taken into account. Usually, the food supplier will prepare the catering layout, waste management, and risk management during food serving time. However, the event organizer should make sure those factors have been prepared, especially for large scale events. (Van de Wargen & Lynn 2010, 294)

4 Service design

Service design is an approach. It is not settled with an absolute definition. According to Stickdorn & Schneider (2010, 29), "service design is an interdisciplinary approach that combines different methods and tools from various disciplines." It can be seen as a new way of thinking, but it is also a new individual academic discipline. One thing that many people may agree is that service design is a way of creating by thinking about user experience, using a combination of intangible and tangible mediums. Created by using service design, the systems and processes can provide a holistic service to the end-user, while at the same time being effective for organizations (Moritz 2005).

This service design thinking by Marc Stickdorn and Jakob Schneider (2010) is the recommended book for everyone new to service design, and it is also a good resource for design professionals. The principles of service design thinking according to this book are:

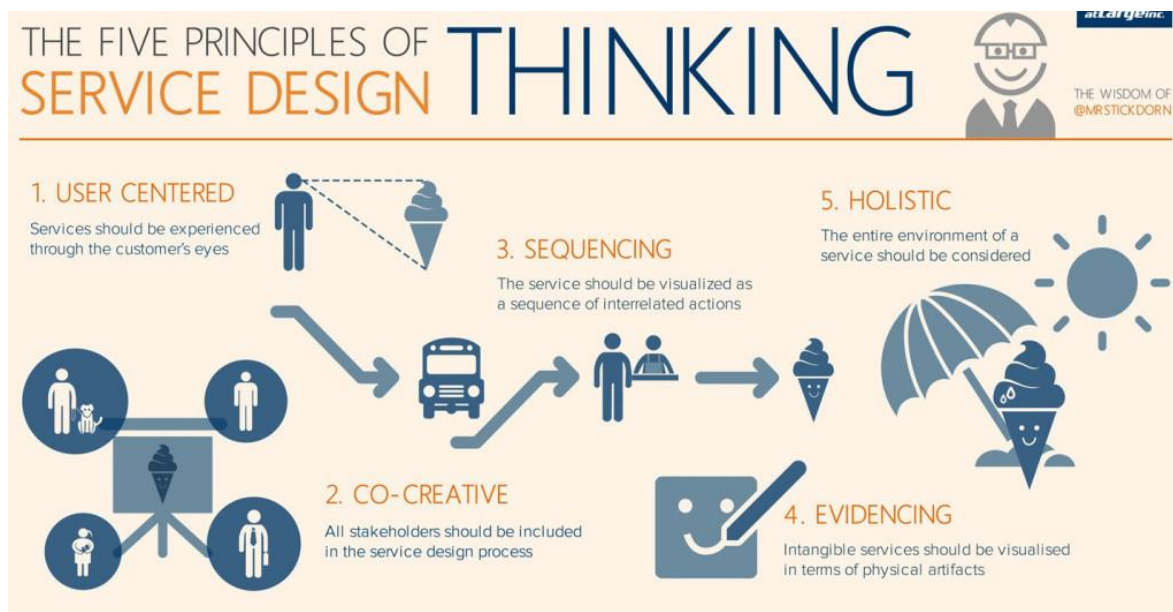


Figure 4: The five principles of service design thinking (atLarge.inc 2014)

User-centered

In every service, customer participation is essential. None of services can be delivered without customer participation. For instance, a delivery service cannot operate without senders and receivers, as well as a public transport operator and cannot survive without a user. Every service involves customers to a certain degree, and its participation is a big part of customer experience in a service. A clean house is the result of the cleaning service, but to achieve that result, customers have to go through several steps to search for a service, order it, pay for it, and receive the result from the service provider. This is the main difference between a service and a product. Product is tangible, and customers usually give feedback about the product's characteristic. Services, on the other hand, are created by the interaction between service provider and customers. If the service can meet customers' needs, it will frequently be used by customers and recommended to other new users. How can a service provider know that they have been doing a good job? Statistic of sales can be a good indicator, but not enough, especially if they want to improve the quality without knowing where is the problem. The answer is direct: put the customers as the center of service design process. Experiencing the service in customer perspective, judging in customers' eyes, and living with customers' emotion during the service are important to understanding a service.

Co-creative

A service includes several stakeholders who joins in different sections of a service implementation. It is important to involve every stakeholder to the event brainstorming part, because it wil provide insight from different aspects of the service. Moreover, there are different target groups for the same services, so every target group should be considered in the service

design process. Involving stakeholders during the actual service provision is fundamental for both sustainable customer and employee satisfaction.

Sequencing

A service is a series of actions. It follows a certain sequence. Designing a customer experience means creating each step of customer journey without skipping any minor steps. It is crucial to take care of small steps because it still contributes to an overall experience of the customer. The rhythm of the sequence of action influences the mood of customers heavily. A lengthy registration process will make participants feel bored, while a rush check-in like in the airport will stress the customers out. To make sure the service has a pleasant rhythm, examining customers' emotion through steps of service is necessary for an excellent performance achievement.

Evidencing

Service is intangible, but it can be visualized by tangible touchpoints. For example, a meeting is intangible, but the meeting room where it happens is the visual touchpoint. By visualizing every step of the customer journey, it will bring a practical view of customer interaction during the service. Furthermore, the service evidence can be served as a memory trigger, hence prolongs the impact of the service in the post-service period. Service evidence is not only physical goods, but it can also be an email, a website, or a blog. A carefully written email may remind a customer about their experience with the service provider in a positive way and suggest a potential comeback. As a result, putting service evidence purposefully during the event process is necessary to build a sustainable service.

Holistic

All of the principles above is for creating a holistic customer experience, where they can satisfy their needs, feel positive of the big picture, and recommend to other potential customers. Further than that, service should be a part of a strategic plan for a company or organization. The organization culture, values, as well as organizational structure should be incorporated into the service design process. Only by that way, the impression and the goal of services can be aligned to the goal of corporate success.

4.1 Design a service by service design thing methods

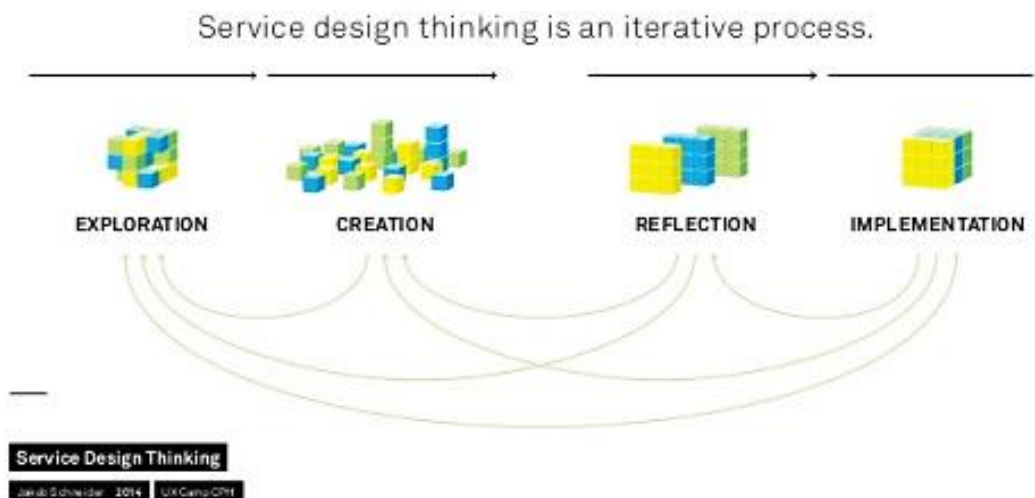


Figure 5: It is an interactive process (Stickdorn & Schneider 2012)

A process to design a service includes four fundamental stages: Exploration, Creation, Reflection, and Implementation. Exploration stage includes two big tasks. The first task of a service designer is to understand the goal and the culture of the company providing a service. It is also important to understand the company's point of view on a particular problem. The second task is identification of the real problem. "Gaining a clear understanding of the situation of a certain service is crucial for successful service design." (Stickdorn & Schneider 2012, 129). After Exploration stage, Creation stage is about generating and developing solutions based on the identified problems from the first stage, and identifying customers' needs, motivation, expectation, the current process and the illustration of the customer journey. The Reflection stage is about testing the prototype which is built in the second stage. And the last part, Implementation, is for bringing the service to life. It demands a process of change. If the employees are involved from the beginning of the service design process, it would be easier for them to understand the core of the services, reasons for actions, their share of contribution hence support and act accordingly. Employees need to be accompanied during this process and get their problems solved quickly in a flexible manner.

4.2 Service design methods using in the research

There are several service design methods, however, in this research, I use only two methods: Personas and Customer Journey Map.

4.2.1 Personas

Personas are fictional profiles, which are usually used to represent a particular group based on their shared interests or background. It is usually made by collating insights about the groups and then develop it into a character. The more detailed the character, the easier the service provider is able to think and act like the character, which means they can get closer to the customer. It helps the development team shift focus away from the abstract demographics, into the needs and wants of real people. As a consequence, it helps the development team see different perspectives from their different possible target customer groups. (Stickdorn & Schneider 2012, 178)

4.2.2 Customer journey maps

A customer journey maps is a diagram that illustrated the steps that a customer goes through in engaging with a company. In service particularly, customer journey map shows a visualized and structured service through customer's experience. The touchpoints where customers interact with service are used to create a journey. For a customer journey map, there are some essential factors (Grocki 2014):

- Personas: the main character who will walk-through the event process.
- Timeline: Phases of services or a finite amount of time.
- Emotion: Emotions of the customer during the process.
- Touchpoints: interactions with the organization.
- Channels: where interaction takes place.

From identifying touchpoints of a customer journey, service designers can see a high-level of overview of the factors influencing user experience, and its impression in customers' perspective. From that, the organization can identify problems and opportunities to innovate quality of service, and improve each step of services.

5 Events and workshops in NewCo Yrityshelsinki

According to 2015 and 2016 reports, in NewCo, there are approximately 200 events per year. Events in NewCo includes info sessions, workshops, networking events, and round-table discussions. Events in NewCo Helsinki are free of charge, but in many cases, participants need to register beforehand. Customers can also organize an event in the building by working with their contact persons in the organization and manage it with facility support from NewCo. That is why events in NewCo covers a wide interest area, with many different approaches, and appeal to many target customers.

As mentioned in the previous part, before March 2017, events in NewCo Yrityshelsinki are organized mainly by two different teams: Business Advisory and Growth Services. Events and

training are conducted by both teams without any connection. Most of events organized by Growth Services team are conducted in English. The reason for this language preference is the main target customer of Growth Services team - startups - aims to scale their business to international, and English is the international business language. Events organized by Business Advisory team are conducted mainly in Finnish, as some in English, Arabic, and Russian. The most important frequent event by Business Advisory team is “Starting a company” information session. By providing knowledge of how to open a business in Finland in many languages, Business Advisory team aims to reach immigrants and foreigners living in Helsinki area. The contents of events conducting by two teams are different, and the event organizing process is also not the same.

However, from March 2017, NewCo Yrityshelsinki went under a change of team division. The team structure of the organization is now based on services/functions of the team, rather than differences in target customers. In addition, a new event organizing process was created, which is significantly different from the previous one in the management side, while the event organizing process remains mostly the same. This change will be discussed further in Event Planning and Event staff sections.

5.1 Event objectives and type of events

Events in NewCo Helsinki serve the most important purpose of supporting entrepreneurship in Helsinki. There are many ways to support the business, and one of the most important methods is entrepreneur education. Four main types of event in NewCo Yrityshelsinki including information sessions, workshops, roundtable discussions, and networking events reflect this purpose clearly. According to Getz event typology table (2007), information sessions and workshops are educational events, while networking events belong to the category of business event. Most specially, the round-table discussion is a combination of those two types, however, since the main purpose of this event series is to provide knowledge and answer to customized questions, it can be listed under educational category. From this, it can be seen that the priority of NewCo Yrityshelsinki is to provide skills, knowledge, and tools for entrepreneurs, and people who want to be entrepreneurs.

In details, every event in the organization serves the educational objective in different aspects. Information sessions provide the needed information about how to open a new company, from paperwork, grant application, contacts of other services, and how to create their own business model. On the other hand, workshops and round-table discussions are created to provide entrepreneur skills, knowledge, and answer questions from customers. Lastly, networking events are organized once to twice per month providing chances to participants to

get their business evaluated, to receive feedbacks, comments, and possibly new ideas of how to improve it in the future.

Another purpose of events in NewCo Yrityshelsinki is to connect all stakeholders in the business scene. Networking event serves this purpose directly: people come to enlarge their professional network, find potential partners, investors, service providers, and also business advisors. More than that, events attract people to the NewCo Yrityshelsinki building, which consists of NewCo Yrityshelsinki, TE-palvelut office, the in-house startups, with Parfait K restaurant & catering service. By visiting NewCo Helsinki, customers can approach different services from all stakeholders, using the open space in the building to work for their own business, and finding more information to support their businesses. Participants come to join a particular event but also visit the building, therefore they can approach more services from the same place.

Event is also an effective marketing method for the brand name. Other services are provided to customers one by one, for that reason it lacks the ability to create large-scale vibrancy. In contrary, events are publicized, and it approaches many people at once, with a larger target audience. Therefore, it certainly creates an important part of NewCo Yrityshelsinki image.

5.2 Target customers

NewCo Yrityshelsinki supports every person residing in Helsinki region who wants to be an entrepreneur, or wants to improve their businesses, or aims to scale up to international market. The organization also supports people who want to choose Helsinki region as a market. It can be seen that the main customers of NewCo Yrityshelsinki are local citizens. NewCo Yrityshelsinki also aims to support immigrants integrating to the business scene in Finland in general, and especially in Helsinki area.

From that general information, we can zone the majority of customers of NewCo Yrityshelsinki by the main working age group: from 25 to 64, living in great Helsinki region, and have interested in entrepreneurship or business. They can be targeted by interest groups in social media, and by advertising in other relating services of government. Startup entrepreneurs and people who want to open a startup usually are in a younger group between 20 to 50, with the highest concentration between 25 to 40 years old. Startup people are pioneers, and many of them use more than one digital devices, with the habit of using social media applications to connect with friends and get information.

5.3 Event planning

To understand better the event planning process in NewCo Yrityshelsinki, the author has conducted an interview with Qiongfang Zheng, the Community Developer and Planner of Helsinki Growth Alliance project, NewCo Yrityshelsinki.

5.3.1 Event planning and production process

The event production process is described in details below based on the interview with Qiongfang Zheng, the planner of Helsinki Growth Alliance, NewCo Yrityshelsinki and the event organizing guidance for employees (interview 21 April 2017).

- If it is a regular event such as Yrityshelsinki or Shareholders' Agreement and Team Member, the person in charge needs to include the event information to the Event master calendar in the internal drive. Information includes the name of event, date and time, target customer, which entity the event belongs to, and link to registration page.
- If there is a new event, the event proposal will be analyzed by the event organizing team. Information about the event should include content, target customers, proposed date and time, the number of participant expectation, and event agenda. The event purposes and target customers should be aligned with the strategy and goal of the organization. If the team decides that it is positive, the person in charge (usually is the contacted person) will make arrangements, save space, and update the event list.
- Make sure that there are resources to organize the event:
 - In need of any facility helps: room layout, needed equipment, technical supports and so on, contact the facility officer.
 - In case of needing catering, external event organizer must take Parfait/Eeva's offer for catering, contact Catering Ganache Oy for an offer.
 - Depending on the size, the scope, and the extensiveness of the content of events, the necessity human resources varies. For small workshop with 20 expected participants, usually an event organizer (the person in charge) and the facilitators are enough to run it smoothly, but a bigger event with hundred of attendees with external suppliers will need more event coordinators and volunteers in particular cases. For external events, the third party will be responsible for managing human resources themselves based on needs. For internal events, the person in charge needs to plan and involve people from the organization to the event organizing process, and even open volunteers application if needed.
 - The main door might need to be locked no later than 4 pm. This information needs to be confirmed with the event organizers and informed to the facility officers.

- After the event finishes, trash should be taken out of the event venue, and all equipment should be turned off. Cleaning is not required since the organization has in-house cleaning staffs.
- The following day, information about a number of registrations and number of participants should be updated in the event master file. The person in charge will do the post-event marketing, which includes posting event photos to social media channels and giving thanks to the participants. He/She will also give collected feedbacks (if any) to the facilitators and digitalize it to the system. The event performance will be reviewed briefly with involved staffs and the facilitators.

5.3.2 Event venue

NewCo Yrityshelsinki building name is Yrityslinna, a complex which includes one hall room, two open rooms, six workshop rooms, and several smaller rooms for meetings and team work. There is a free parking lot in the backyard for customers and event participants. The hall room, one open room, and all workshop rooms are equipped with projectors, screens, speakers, flip charts, stationery, with chairs and tables enough for the maximum capacity. The organizers need to reserve the room from the common calendar ahead of time, and then inform the facility team about the time, the estimated number of people, table and chair arrangement, and other requests (if any). The facility team has the rights to deny the reservation request if they see the estimation of participants exceeds the room capacity or if the facility in the booking room is not enough to meet the requirements of the event.

If it is a corporate event, the contact person from NewCo Yrityshelsinki needs to sign an agreement with customers - who want to use Yrityslinna facility for their events - before he/she books the premise. Before signing the agreement, the customers need to read through the house rules and agree with it. After that, the contact person will inform the facility team, then instruct the external organizers to work with facility officers themselves. In most of the cases, the external organizers will need to reserve time to visit the premises before event day to learn how to use equipment on site and to bring other materials to the event themselves (for instance casseroles, or posters).

As a government's building, Yrityslinna has many security restrictions. The latest time to stay in the building is 9 pm. If any person stays later than 9 pm, they will receive a trespassing fine of 200 euros. If any person tries to enter the building later than 9 pm weekdays, in the weekends, or in holiday closing time, the security system in the building will start ringing alarm. Doors in the building will close at 4 pm, anybody wanting to enter it later than 4 pm will need to have a key with code, or ring the bell to ask for door opening. Furthermore, there are security cameras in the front street of the building, and in every corner of Yrityslin-

na, so the facility officers can monitor ongoing activities and interfere if needed. Some areas of the building are intended for internal employees only, so it is closed from the public entrance. Every employee in Yrityslinna will need to learn those basic house rules from the first working days, and ensure that their customers also get to know it if they want to attend or organize events in the building.

5.3.3 Catering

By the nature of a business and educational event, the program is usually straightforward and concentrating on delivering its main message, lesson, or information, rather than entertaining factor. Therefore, most of the events in these types require fewer suppliers comparing to cultural or entertainment ones. The most common external factor of events in NewCo Yrityshelsinki is the event conductor or the facilitator. They will deliver the main content of the workshop or training session. Other than that, catering is provided in some events in medium and large scale.

For small workshops and networking events for fifty or fewer participants, there are no refreshment offered from the house. For larger events, and mostly Finnish speaking ones, there is catering service for beverages and snacks. The catering supplier for those events is Parfait K, the in-house restaurant, and catering company. The event organizer will contact the catering supplier about relating events. Except for NewCo Yrityshelsinki original events, catering service for in-house events in the building will be arranged by the external event organizers themselves without any interference or negotiation from the contacting person in the organization. As an in-house supplier, Parfait K is familiar with the building, the house rules and the rooms more than any out-sourced services. More than that, with their kitchen in the basement, they can easily fix issues if anything happens and clean up after events quickly. The food and beverage usually receive positive feedback from participants.

The downside of using services from this company is the monopoly in price and receiving service. The price of Parfait K can be considered medium high, as a portion of beverage (tea and coffee) with simple refreshment is approximately ten euros or higher (including VAT). Since they are the only in-house restaurant and catering service, there are no better options in the seeing future.

5.4 Event Staffing

In the organization, there are no real event planner, event organizer, or event manager in the team. There are business advisors, planners, and project workers who take care of organizing events as a part of their work. Although there is a event organizing team, many activities are

still conducted separately by each member. However, Qiongfang Zheng and Liisa Mallat are two planners who take care of the majority of English and Finnish events organizing in NewCo Yrityshelsinki. Genevieve Tong is the marketing staff whose responsibility including event marketing, and Elina Ylkanen is the graphic designer trainee who makes visual marketing materials for events. Due to the limited number of event staff, in a big event with extensive content, the organization needs to open volunteer application to seek for support in event coordination.

5.5 Customer communications

In NewCo Yrityshelsinki, customers of events are communicated by direct contact person, who is in charge of organizing particular events. When participants come to the event, event coordinators are the people who interact directly with attendees, provide them information, guide them through the event organizing process, and receive their feedbacks of events. They are also the ones who direct customers to other services in the organization.

During the event, the event facilitators and event coordinators work with the participants most of the time: guide event attendees through the event, answer their questions, advise them about other services, and get their direct feedbacks.

6 Customer journey when joining events in NewCo Yrityshelsinki

6.1 Source of input data to build the customer journey

As explained in the background, information to build customer journey is made chiefly by the author's working experience with event customers in NewCo Yrityshelsinki. However, to build the customer journey, it is important to receive a larger quality information from the end-users or the event participants. Therefore, examination of event participant feedback is a trustworthy way to get data for the customer journey.

NewCo Yrityshelsinki has a digital general feedback system where customers can see the feedback device on the first floor and answer it voluntarily. However, most of the feedbacks are for services in general, not for events specifically. On the other hand, Helsinki Growth Alliance has a feedback paper form and an online feedback form for event participants. The event organizer will ask participants to fill the feedback form before they leave the event/workshop, while the online feedback link is pinned to the Facebook channel of Helsinki Growth Alliance. As 75% events of Helsinki Growth Alliance are corporate events with NewCo Yrityshelsinki and happen in NewCo Helsinki building, the feedback result of Helsinki Growth Alliance events can be considered as feedback for part of events in NewCo Yrityshelsinki. Alt-

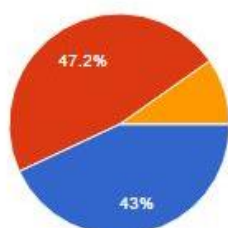
though it can only provide a section of the whole picture, it still is a valuable and trusting source of customer feedback for events performance in NewCo Yrityshelsinki.



Figure 6: Relationship between NewCo Yrityshelsinki events and Helsinki Growth Alliance events

From the Feedback for Helsinki Growth Alliance, the first highlight is the ratio between Finnish participants and foreign participants. Events by Helsinki Growth Alliance are conducted in English. Therefore, it is not a surprise that a majority of answered participants are of foreign origin. On the other hand, the fact that 43% of event participants are Finnish is impressive. It proves that English events are welcomed by both foreigners and Finnish citizens.

My nationality is



Finnish	238	43%
Non-Finnish	261	47.2%
double/multi citizenship	54	9.8%

Figure 7: Ratio of Finnish and foreign participants to events by Helsinki Growth Alliance (Helsinki Growth Alliance, 2017)

More than half of event participants are startup/pre-startup entrepreneurs. One-fourth are people who want to be startup but not ready to work for the business idea. Approximately 20% are individuals who have jobs. The rests are students and unemployed people. It can be seen that Helsinki Growth Alliance is attracting the right target group for their events.

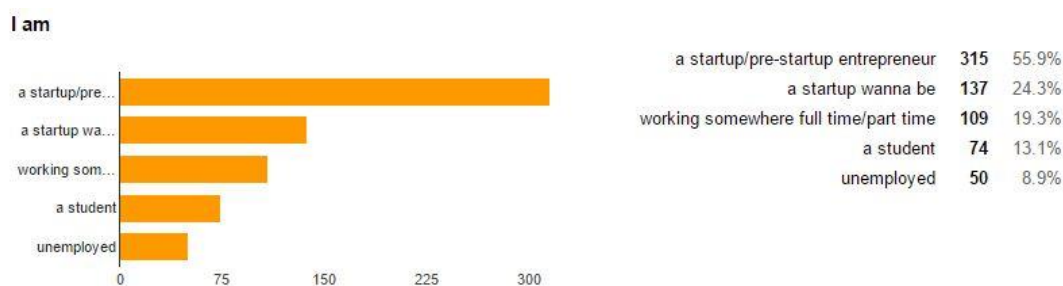


Figure 8: Customers background in events of Helsinki Growth Alliance (Helsinki Growth Alliance, 2017)

When the participants are asked how do they know about the event, 299 people choose "Others" as an option without mentioning what it is. If the participants mention how they can know about the event in a more specific way, the event organizers will know how to reach them in the future. Facebook is the second most popular channel with 131 people (which is 23,2% of the participants). It follows by Friends/Colleagues recommendations, and Meetup. Surprisingly, only 3,2% participants - which is less than 20 people - know about the event through the website. When NewCo Helsinki website has a lot of information, customers might not know about it, or they have not find necessary information about events from the website.

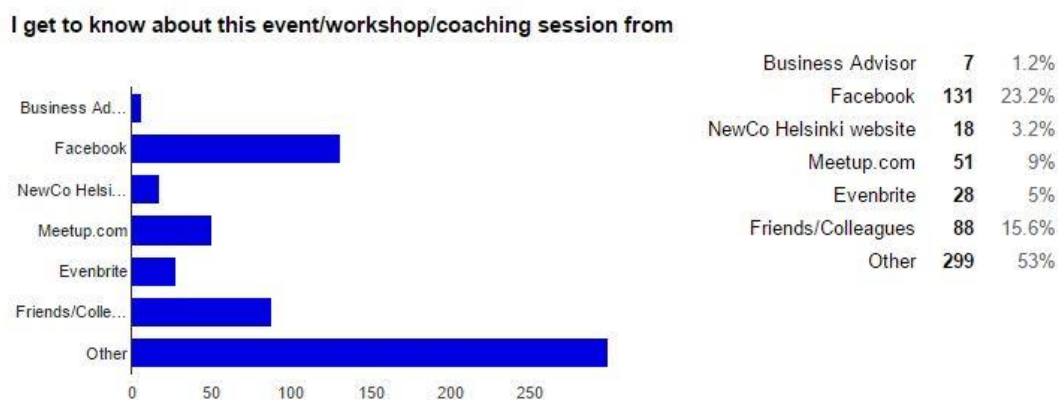


Figure 9: Sources of event information (Helsinki Growth Alliance, 2017)

Generally, the result of the feedback is good. Almost every participant gains something new from the event. More than two hundred participants think that they learn more about startup from the events, and approximately the same number have developed their business idea from the event. Networking is one of the most popular choices. From the chart, it is safe to conclude that many benefits that event participants receive relates to idealization or pre-startup stage. It aligns the goals that Helsinki Growth Alliance aims to.

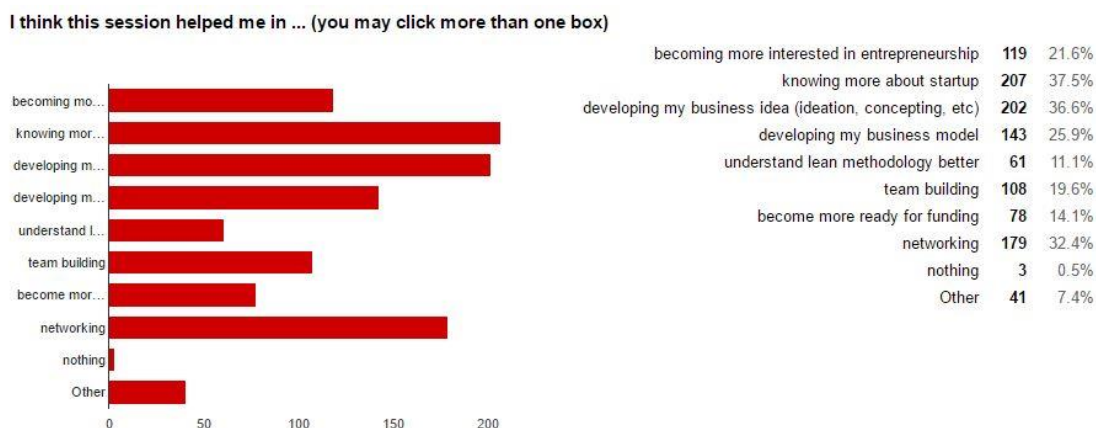


Figure 10: Benefits of events (Helsinki Growth Alliance, 2017)

Sometimes, what customers receive is not the same as what they want to receive. Therefore, in the feedback form, there is a question asking about what participants need help for to develop their businesses. 271 people, accounting for 53,7% of respondents, answered that they need help concerning to funding. 44% of respondents need help to enlarge their business network, and 42,4% wants guidance relating to developing business models. Team building is also a concern of participants since 169 in 610 people would like to have support. Comparing to the previous chart, only 14% of participants answered that they become more ready for funding after events. That information can be used as a suggestion for event organizers when they want to open new events.

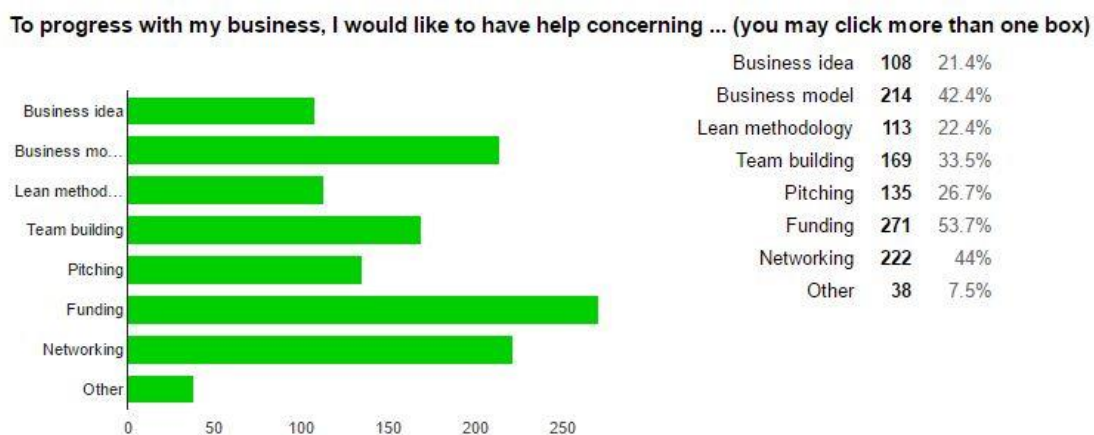



Figure 11: Support request (Helsinki Growth Alliance, 2017)

For customized feedback, most of the feedback is positive about event organizing. Many also compliment the quality of content in the workshops. Suggestions to improve the quality of events relate to adding more real case examples in the content, and beverages for the participants.

From the above analysis, some common traits of participants who go to events of NewCo Yrityshelsinki are revealed. On combining all information, it is necessary to create two different customer journey: one for Finnish participants, and another one for foreign participants, as they have different backgrounds, different purposes to join events, and different priorities. From that information, the organization can see how they can approach and deliver supports to different groups of target customers.

6.2 Finnish participant persona and customer journey

The first customer persona is a Finnish speaking woman, who is working full time, and have a startup idea. She does not have the required knowledge about business, or the technology needed, but she has knowledge about the area she is trying to create a product. Her working environment is not ideal for her to find a person with different background and skill set to fill what she needs in a basic team.

<p>Tilda Kivi</p> <ul style="list-style-type: none"> • Female, 28 years old, from Finland • Graphic designer and dance teacher • Single • Helsinki <p>Optimistic. Like to work with people. Love dancing. Love to interact with people.</p> <p>Goals: Establish her virtual experience dancing program.</p>				
<p>Job:</p> <ul style="list-style-type: none"> - Freelance graphic designer. - Part-time dance teacher. - Working on projects. Dancing class opens three times per week. - Can arrange her class schedule a month ahead. 	<p>Relationship:</p> <ul style="list-style-type: none"> - Single. - Living with her Italian boyfriend who has been staying in Finland for 3 years. - Her parents is living in Turku. - Her sister is living in Espoo so they meet every week. 	<p>Skill:</p> <ul style="list-style-type: none"> - IT: 7/10. - Language: Finnish (native) English (7/10), Italian (6/10), Swedish (3/10) - Graphic design: 7/10 - Dancing: 9/10 - Business: 4/10 - Educational skill: 8/10 		

<p>Background:</p> <ul style="list-style-type: none"> - Tilda is working as a freelance graphic designer, but she also works as a part-time dance teacher. - Enjoy listening to music and watching video clips from Youtube. She spends hours of her free time to watch dancing tutorial video clips and spend other hours to practice it. - Tried virtual experience when her boyfriend suggest her to. She loves it and imagines what people can actually do with it. 	
<p>Her pains:</p> <ul style="list-style-type: none"> - Want to establish her startup but lacks of confidential skills and knowledge. - Want to find a team to fill the gap of knowledge and skills. - Do not know much about entrepreneurship or the establishing company process. - She does not meet any suitable person in her environment since most of them are working in entertainment industry. 	
<p>Social media channels (order based on user frequency):</p> <ul style="list-style-type: none"> - Youtube - Instagram - Facebook - Twitter - LinkedIn <p>Other influenced products or brand:</p> <ul style="list-style-type: none"> - Spotify - Nike - Ruohonjuuri - Dance Suomi <p>Devices she owns (order based on user frequency):</p> <ul style="list-style-type: none"> - Samsung Galaxy S4 - Ipad 2 - Lenovo notebook 	<p>Her typical schedule for a weekday:</p> <ul style="list-style-type: none"> • 7:30 wake up • 8:00 running • 8:30 personal hygiene routine • 9:00 breakfast, check social media, answer a few texts, listen to music • 10:00 start working at home with the graphic design project • 11:45 quick lunch, answer texts from friends, listening to music, check out some social media channels • 13:00 - 15:00 continue her work • 16:00 go to the dancing studio • 17:00 - 18:30 dancing class • 19:00 home. Shower. • 19:30 Cook a simple meal and eat while watching a short movie. • 20:30 leisure time: chat with her boyfriend, listening to music, reading news of the day, checking her social media channels, watch dance tutorial video clips. • 23:45 go to sleep.

Table 2: A Finnish customer persona

From Tilda Kivi persona, there are some traits that affect this group of participants:

- As a Finnish, they can read materials of services of the organization in Finnish. They tend to read the Finnish version without thinking of switching to English ones.
- However, as 94% of Finnish can speak English, they are also open to joining events/training/workshops conducted in English. As long as they find the content of the event beneficial, they will join it.
- Many of them use social media applications as an information channel.
- Many of them own and use more than one digital device.
- They can have the startup idea or a specialized skill, but it is not enough for them to work on the idea themselves. They need to find a team to build a startup.
- Working environment usually consists the same background people. Therefore it is not suitable for people to find other team members who have different sets of skills.
- Good time to reach her on social media channels is lunch time or evening time when she had time to look deeper into the information rather than read and forget about it because she needs to work or does her routine activities.

What is Tilda's customer journey if she wants to go to an event in English in NewCo Yrityshelsinki? This is Tilda customer journey mapping of joining an English networking event in NewCo Yrityshelsinki. It will show from the start how she discovers the information about the event, to how she signs up, goes to an event, and gives feedback in the end. The first map (above) shows the progress in a shorter version. The second one (below) is the customer journey map, which is created from the customer's point of view, which shows her thought, logic in her actions, the result of her action, and her emotion. Tilda's emotion change throughout the process will be shown in an individual chart.

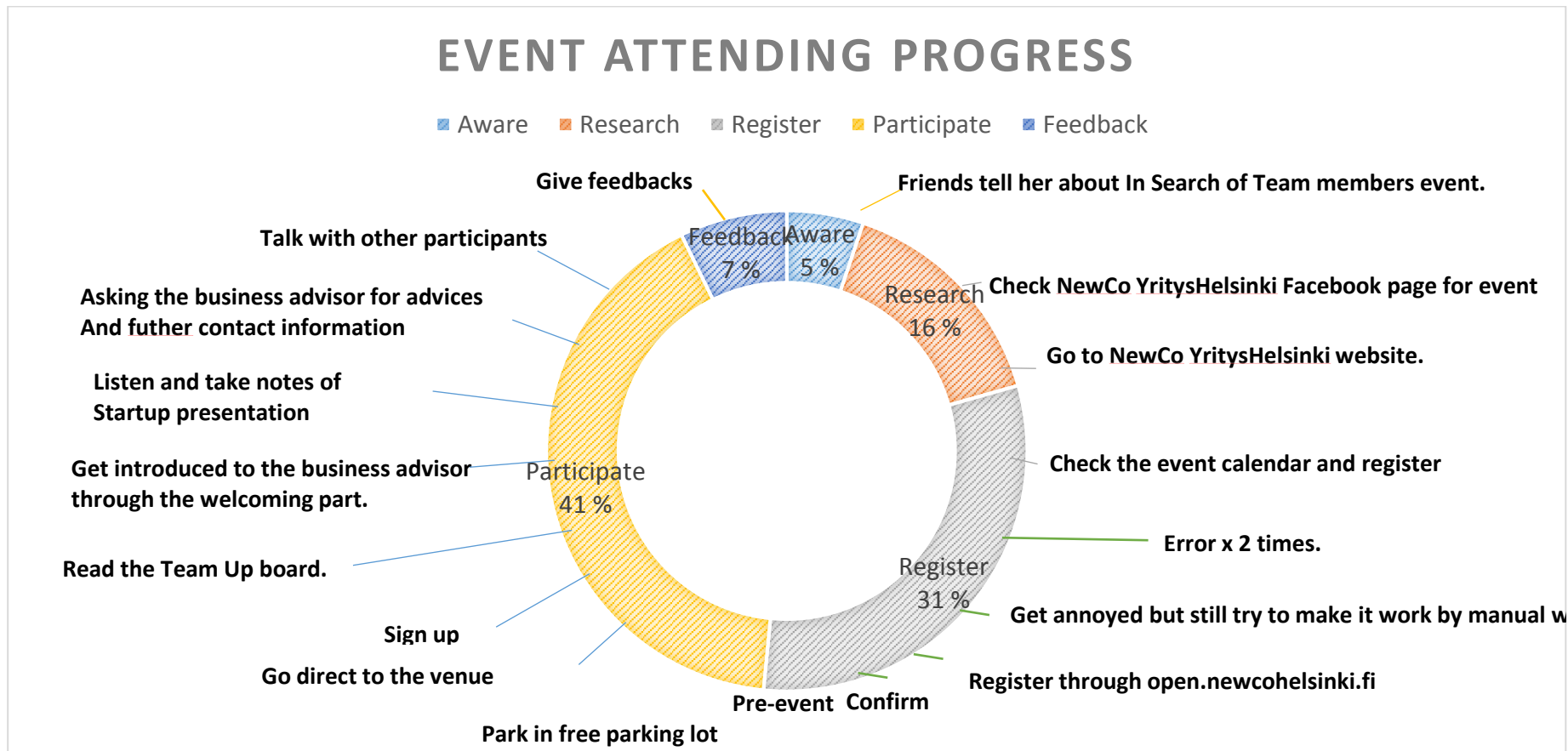


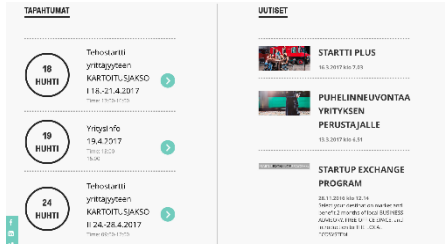


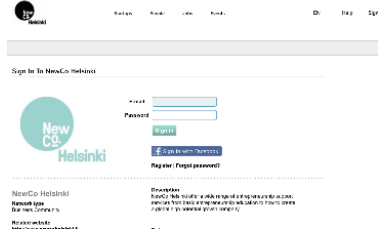
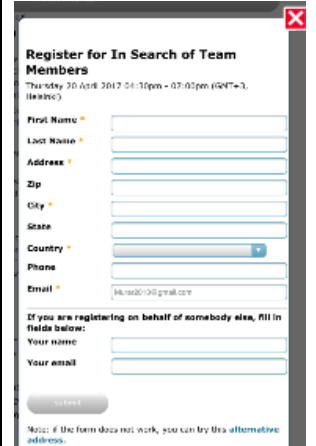












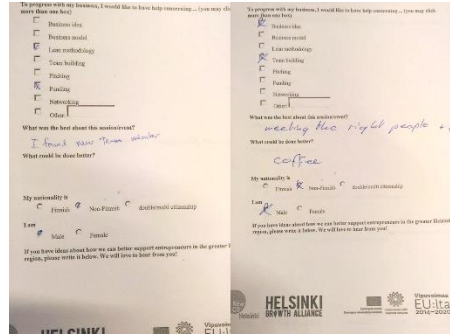

Figure 12: Tilda's event attending progress

	AWARE	RESEARCH		
Action	Her friend Tiina asks Tilda if she knows about In Search of Team Members (ISTM) event in NewCo Yrityshelsinki.	She went to NewCo Yrityshelsinki before and she remembers that she follows their Facebook page. She went to Facebook to check it.	“It must be in the website! They haven’t updated it yet I guess!” Tilda clicks to website link with hope she will find it there.	Tiina went directly to the Event calendar to find ISTM.
Result of action	She never heard about it.	She found no information of ISTM in NewCo Yrityshelsinki.	She cannot find it in the website frontpage (Finnish language).	She found it in the event calendar, in English description.
Emotion	Positively surprise	Slightly confused.	Confused	Relief
Touchpoints	Friend Tiina 	Facebook page 	NewCo frontpage 	Event calendar in website 

REGISTER				
Action/thought	The register link is here! Oh.. some error?! Let's go back. There is a link to open.newcohelsinki.fi in the description link, it must be this one.	Copy the address manually and go directly to the registration page.	Register by fill names, address (?), email.	Confirm by the link in the email.
Result of action	There are error messages if she tries to click to register link.	It works.	Receive a message: You need to confirm by the link in your email.	Confirm successfully.
Emotion	Annoyed	Relieve, feel slightly better.	Feel like it's too complicated.	Relieve to get it all done finally.
Touchpoints	<p>Website, error message</p> 	<p>NewCo Helsinki community event page</p> 	<p>NewCo Helsinki community event page</p> 	<p>Email, NewCo Helsinki community page</p> 

	BEFORE EVENTS	EVENT HAPPENING																																			
Actions	Receive pre-event emails from event organizers including details of location, transportation, parking lot, and tips to join the events.	Park to the free parking lot in the backyard. Forget the room number, but when Tilda reaches the door, she recognizes a door sign with the event name, time and room number.	Event organizers welcome Tilda and guide her to sign up desk.	Tilda finds her seat. An event organizer reminds that first thirty minutes are for networking. Tilda is reluctant at first, but a participant sees her background tag and comes over to say hi.																																	
Result of actions	Prepare business cards and some lines to introduce herself.	Go directly to the venue without hassle.	Sign her name quickly and receive a background sticker.	She chats with the participant for some time and feels more comfortable.																																	
Emotions	Positive, impressed by the professionalism of organizers.	Positive, slightly nervous	Positive, looking forward	Awkward, but then feel more interested.																																	
Touchpoints	Pre-event email 	Door sign 	Event organizer. Alphabetical-ordered name list. Sticker. <table border="1" data-bbox="1209 1101 1612 1332"> <thead> <tr> <th>Number</th> <th>NAME (A->Z by first name)</th> <th>Signature</th> </tr> </thead> <tbody> <tr><td>1.</td><td>Abbey Alabi</td><td></td></tr> <tr><td>2.</td><td>Ajay Garg</td><td></td></tr> <tr><td>3.</td><td>Alexandra Cosgrove</td><td></td></tr> <tr><td>4.</td><td>Alexey Smoljakov</td><td></td></tr> <tr><td>5.</td><td>Aif Bae</td><td></td></tr> <tr><td>6.</td><td>Ali Alizadeh</td><td></td></tr> <tr><td>7.</td><td>Ami Aou</td><td></td></tr> <tr><td>8.</td><td>Anas Aamoum</td><td></td></tr> <tr><td>9.</td><td>Anastasiya-Sergeevna</td><td></td></tr> <tr><td>10.</td><td>Andreas Heiner</td><td></td></tr> </tbody> </table>	Number	NAME (A->Z by first name)	Signature	1.	Abbey Alabi		2.	Ajay Garg		3.	Alexandra Cosgrove		4.	Alexey Smoljakov		5.	Aif Bae		6.	Ali Alizadeh		7.	Ami Aou		8.	Anas Aamoum		9.	Anastasiya-Sergeevna		10.	Andreas Heiner		A participant 
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	Event happening			
Actions	The event coordinator offers to show the Team Up board. Tilda doesn't know about it before.	Welcoming words and introduction to NewCo YritysHelsinki by the organizer. Introduction of the business advisor.	Startups pitch.	Break and free networking time.
Result of action	Checks the Team Up board and decides to write on it.	Realize that she can talk to the business advisor today.	Takes note during the pitches. She knows friends who may interest in those positions.	Rush to the toilet. Take a cup of water to the venue. Wait for the advisor to finish talking with the previous participant.
Emotion	Curious, interested, excited	Interested, content, happy	Interested, Positive surprise	Enthusiastic, inquiring
Touchpoints	Organizer, Team Up board 	Presentation screen, organizer, the business advisor 	Presentation screen 	Restroom, water machine 

	Event happening			After event
Action	Talk with the business advisor	Talk with startup presenter to find more information about the company and the position for her friends	Organizer asks Tilda to fill the feedback form before she leaves.	Leave the building to the parking lot.
Result of action	Receive her/his business card, decide to go to info session and book appointment	Know more about the startups and learn more about startup scene in general	Do the paper feedback form.	Feel happy when she recognizes it might cost her five euros if she parks outside.
Emotion	Concentrated, content, inquiring, hopeful, happy	Interested, inquiring	Neutral, relax	Positive, optimistic
Touchpoints	The business advisor, business card. 	Startups 	Organizer, feedback forms 	Parking lot 

After event


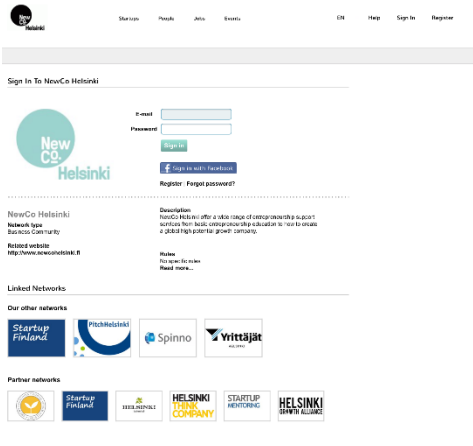
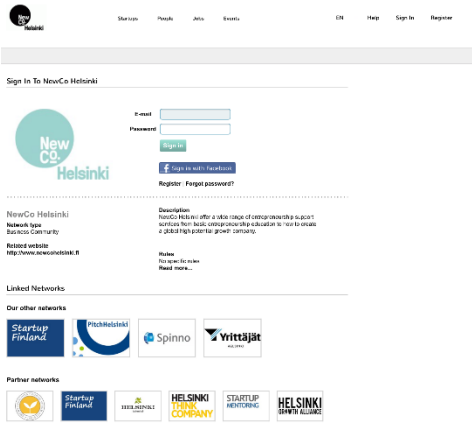
Action	Text her friend about the event and the available position	Look for information session that the business advisor mentions	Sign up for In Search of co-founders and many other events.
Result of action	Her friend finds it interesting and says she will look for it.	Also read other event description. Find In Search of Co-founders which suits her needs	Goes through a less troublesome registration process than the first time but still takes some time.
Emotion	Relaxed, fascinated	Curious, hopeful	Bored
Touchpoints	Friend 	Open.newcohelsinki.fi 	Open.newcohelsinki.fi 

Table 3: Tilda customer journey map when joining an English networking event in NewCo YritysHelsinki

From the customer journey, a chart of emotion change in Tilda during the whole process is drafted below.

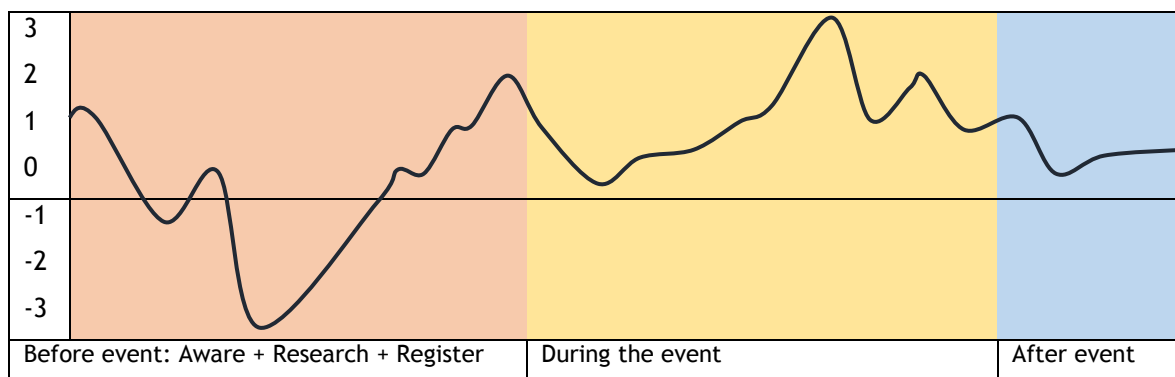


Table 4: Emotion change of Tilda during her journey

It can be seen that the lowest point of Tilda emotion when she joins the English networking event in NewCo YritysHelsinki is when she encounters technical problems during the registration process. Normally, people meet this type of problem will find it irritating, but for Tilda, she was annoyed. From the previous customer journey map, it can be seen that Tilda has the breakdown point since she has difficulties to find the events before this step. Tilda has two choices when she feels disappointed about the technical issues: she can quit trying and thinks it is too troublesome to make it work, or she tries to find a way since she wants to join the event wholeheartedly. Fortunately, in this case, Tilda has a problem which she hopes joining this event can bring a solution to it. As a result she puts effort to register to the event.

In contrast, the most positive moment of Tilda emotion is after she talks with the business advisor. She has had an idea, but she is uncertain about what to do, and how she can do it. When she talks with the business advisor, she learns something new about what she should do next to move forward. Tilda is looking for a co-founder, but in fact, she needs much more than a co-founder. She does not realize what she lacks though. Talking with an experienced coach in startup area helps her to recognize what she lacks, so she will try to work on it. This is an enjoyable experience for Tilda when what she gets from the event exceeds her expectation. It is also a common psychological rule: "Always give people more than what they expect to get." - Nelson Boswell. Tilda will share her joy with her friend and be the branding ambassador of NewCo YritysHelsinki among her social ring. This is the goal of a service provider.

In general, it can be seen that NewCo Helsinki brings a good event experience to customers. Still, there are rooms to improve, and they are mainly in the pre-event part. It can be a big disadvantage since the organization can lose potential customers in the first place. If custom-

ers cannot register successfully, it is high chance that they will not come to the event and keep a negative impression in minds. Fixing those problems will bring more participants to the event particularly, and to NewCo Yrityshelsinki in general.

6.3 Foreigner/Immigrant participant' persona and customer journey

The second persona represents foreigner/immigrant participants going to events in NewCo Yrityshelsinki. He is new to business in Finland, and he would love to know more. He has the language barrier, and he prefers to use English in communications. His skills can be beneficial to many companies, but he had some preferences, so he would like to look for a suitable company to dedicate to.

<p>Eric Bank</p> <ul style="list-style-type: none"> • Male, 35 years old, from Canada • Used to be a car dealer, now work part-time for a tourist company • Engaged • Helsinki <p>Practical. Goal-oriented. Adaptive. Independent. Has good communication skill. Has business background.</p> <p>Goals: Find an interesting startup to work with.</p>				
<p>Job:</p> <ul style="list-style-type: none"> - Used to work as a car dealer in Canada. - Working part-time in a tourist company while studying Finnish 	<p>Relationship:</p> <ul style="list-style-type: none"> - Single. - Living with his fiancée - Does not have many friends in Finland - The working relationship is not close since he is a part-time worker. 	<p>Skill:</p> <ul style="list-style-type: none"> - IT: 6/10. - Language: English (native), French (6/10), Finnish (2/10) - Communications: 7/10 - Sales: 8,5/10 - Business Knowledge: 7/10 		
<p>Background:</p> <ul style="list-style-type: none"> - He has a bachelor in Marketing, and later on works as a car dealer. - He wants to change environment after a long time working for a big company. - He would love to have a flexible working time so he can keep up with his Finnish language class. - He does not have much knowledge about the business scene in Finland, and he would love to know more about it. 				

<p>His pains:</p> <ul style="list-style-type: none"> - Do not know much about business in Finland: the scene, the benefit, paper process and so on. - He does not know many people in Finland, and he would love to enlarge his professional network. - He wants to find an interesting startup idea to join. 	
<p>Social media channels (order based on user frequency):</p> <ul style="list-style-type: none"> - Twitter - Facebook - Youtube - LinkedIn - Meetup <p>Other influenced products or brand:</p> <ul style="list-style-type: none"> - National Post (Canadian Newspaper) - Financial Times - Travel & Leisure - Kesko - Spotify - Ford <p>Devices he owns (order based on user frequency):</p> <ul style="list-style-type: none"> - BlackBerry Porsche Design P'9983 - Dell Inspiron 15 7000 series 	<p>Her typical schedule for a weekday:</p> <ul style="list-style-type: none"> • 7:00 Wake up • 8:00 leave house • 8:30 start his Finnish class • 10:00 finish his class. Go to have a cup of coffee and brunch. Read the newspaper and check social media. • 11:30 starts his work shift in tourist company. • 15:00 Have a short break from work. • 18:00 Finish his work shift. Go home. • 18:30 - 20:00 Cook and eat dinner with his partner. • 20:00 Have a brief shower then go online. • 20:30 - 21:30 Do homework. • 21:30 - 23:00 go online, listen to music and watch an episode of his favorite movie series. • 23:15 go to sleep

Figure 13: Eric Bank persona

It is not hard to see the difference between Tilda Kivi - the Finnish girl who loves dancing and design - and Eric Bank - an immigrant who is trying to adapt to Finnish culture but has excellent skills in sales. Some notable traits of Eric Bank which changes his approach to services:

- Eric Bank has experience and skills, but he gains them in a foreign country with a totally different culture and policy.
- He is in an adapting progress of Finnish culture.
- He wants to know more information about business in Finland, but the language barrier creates difficulties for him to approach the local business culture.
- He feels welcomed and equal when he can use English to communicate.
- His society circle is not large, so it is harder for him to get recommendations from friends or colleagues.

- Care about event ticket price since he does not have a good income.

As an immigrant, Eric has to deal with culture differences and his lack of knowledge about business culture in Finland. He does not know what for him is unknown. He prefers to come to events without charge or come to charged event which he is convinced it will be worth his money. Honestly, Eric does not like to be discriminate, and he feels respected when people talk to him in English and do not switch to Finnish in his presence. With those preferences, Eric has a different event joining process when he signs in to a free workshop in NewCo YritysHelsinki. The chart below will show his process, and the detailed customer journey map will explain his logic of actions, his thinking, and emotions during the process.

WORKSHOP ATTENDING PROGRESS

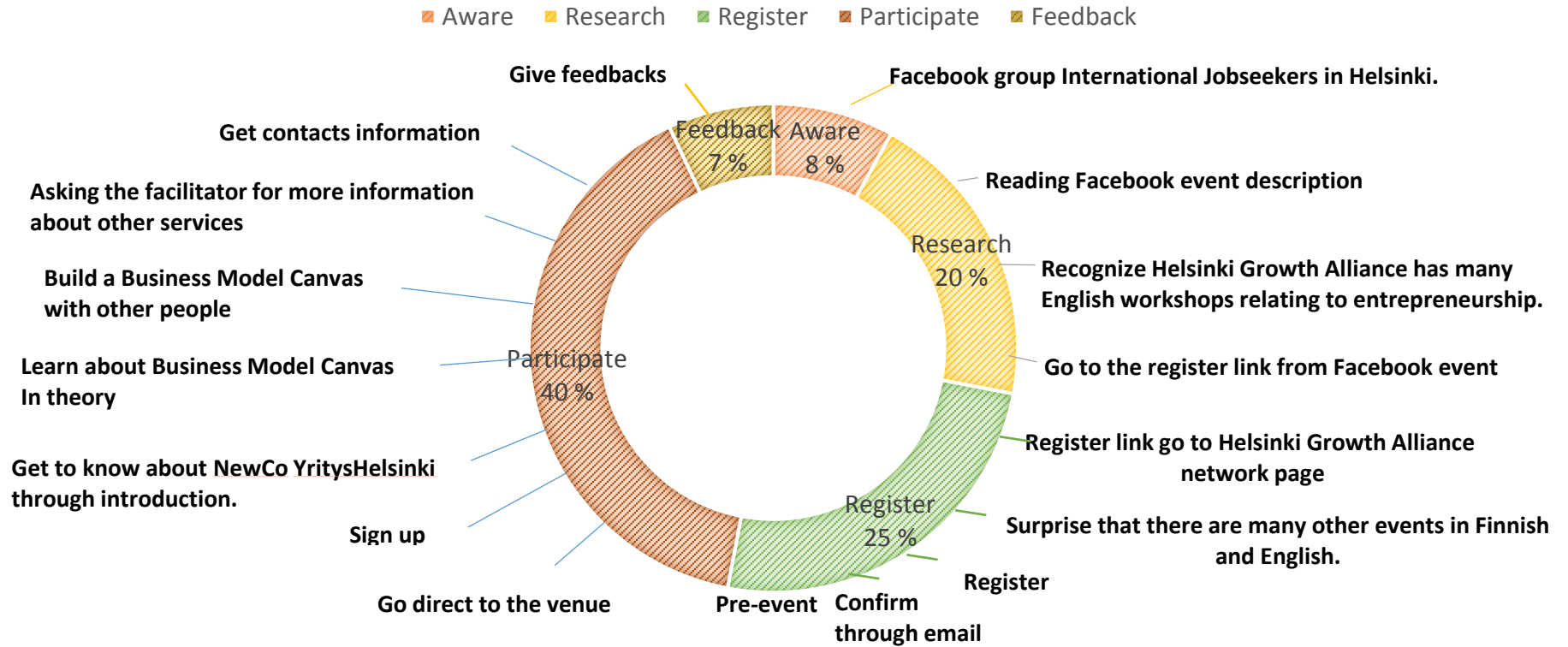


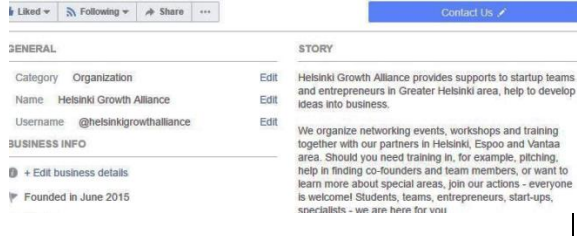
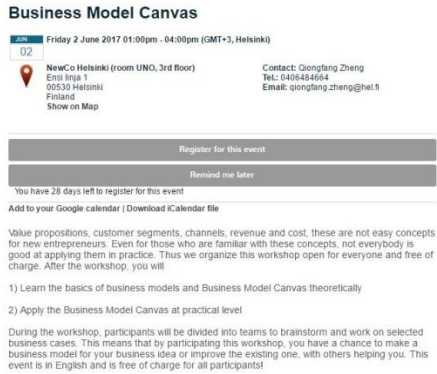


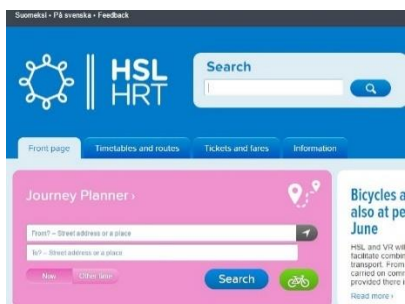



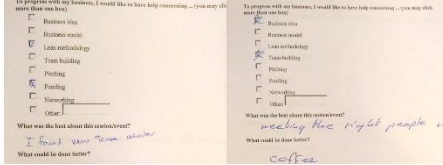



Figure 14: Eric Bank workshop attending progress

	AWARE	RESEARCH		
Action	See a post about Business Model Canvas workshop in NewCo YritysHelsinki in International job seekers in Helsinki.	He clicks to the link of the event and read the description.	Read Helsinki Growth Alliance description.	Go to the sign-up link
Result of action	Attracted to the workshop topic and the “free-of-charge” label	Find it interesting and but does not know what Helsinki Growth Alliance is.	”Public sector? Interesting. They seem to be exactly what I need. Let’s try with the workshop first.”	Go to community.growthalliance register link.
Emotion	Curious	Positive.	Interested. Expecting.	Neutral. Curious.
Touch-points	Facebook post. Facebook group. 	Facebook event page 	Facebook Helsinki Growth Alliance description. 	Community page of Helsinki Growth Alliance event. 

	REGISTER		BEFORE EVENTS	EVENT HAPPENING
Action/thought	Click "Register to this event"	Register successfully. The site message said he needs to confirm it from email.	Search for public transport to reach the building.	Use the metro to Hakaniemi and then walk.
Result of action	He doubts the security of the site when they require an address in the form, so he just writes Helsinki.	Have to log into his email to confirm. Take a little time.	Found out that he needs to take the metro and walk, or tram.	Has to ask stranger one time because he does not sure what direction he should go.
Emotion	Slightly concerned.	Neutral.	A little bit reluctant. It seems to be farther than he thought.	Slightly nervous.
Touchpoints	<p>Event register link.</p> 	 <p>Email box.</p>	<p>Helsinki Seudun Liikenne journey planner.</p> 	<p>Metro station.</p> 

Event happening																																					
Actions	Reach the event successfully. The door sign said he should go to the third floor.	Event organizer welcomes Eric from the event room door. She leads him to sign on the registration list.	Eric walks around the room to read materials on the wall because he is early.	Event organizer starts the event by an introduction about NewCo Helsinki.																																	
Result of action	”In fact, it’s not that far, I just thought it was far because I don’t know.”	Realize that the workshop room is big and bright.	Found materials about New-Co Helsinki.	A little bit confusing because he thought he is in a Helsinki Growth Alliance event.																																	
Emotion	Relieve to reach the building finally.	Expecting.	Interested. Relax.	Slightly confused but soon interested.																																	
Touchhpoints	NewCo Helsinki building. Door sign. <div data-bbox="383 790 819 1085" data-label="Image"> </div>	Event organizer. List of participants. Room. <div data-bbox="855 837 1301 1085" data-label="Table"> <table border="1"> <thead> <tr> <th>Number</th> <th>NAME (A->Z by first name)</th> <th>Signature</th> </tr> </thead> <tbody> <tr><td>1.</td><td>Abbey Alabi</td><td></td></tr> <tr><td>2.</td><td>Ajay Garg</td><td></td></tr> <tr><td>3.</td><td>Alexandra Cosgrove</td><td></td></tr> <tr><td>4.</td><td>Alexey Smolyakov</td><td></td></tr> <tr><td>5.</td><td>Alf Bae</td><td></td></tr> <tr><td>6.</td><td>Ali Alizadeh</td><td></td></tr> <tr><td>7.</td><td>Ami Aou</td><td></td></tr> <tr><td>8.</td><td>Anas Aamoun</td><td></td></tr> <tr><td>9.</td><td>Anastasiya- Sergeevna</td><td></td></tr> <tr><td>10.</td><td>Andreas Heiner</td><td></td></tr> </tbody> </table> </div>	Number	NAME (A->Z by first name)	Signature	1.	Abbey Alabi		2.	Ajay Garg		3.	Alexandra Cosgrove		4.	Alexey Smolyakov		5.	Alf Bae		6.	Ali Alizadeh		7.	Ami Aou		8.	Anas Aamoun		9.	Anastasiya- Sergeevna		10.	Andreas Heiner		NewCo Helsinki materials <div data-bbox="1335 790 1675 1034" data-label="Image"> </div>	Presentation screen. <div data-bbox="1715 790 1973 1034" data-label="Image"> </div>
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10.	Andreas Heiner																																				

Event happening				
Actions	The workshop starts with the presenter.	Have chances to talk with other participants about their startup ideas.	Receive a paper feedback form.	Talk with the presenter and ask more about services in NewCo Helsinki.
Result of action	Find it inspiring about the fact that the presenter is an immigrant like him.	Give comment and ideas to idea owners with his business knowledge.	Quickly fill it and think he should research more about Helsinki Growth Alliance and NewCo Helsinki.	She shows the website of NewCo Helsinki and introduces briefly where he can find more information.
Emotion	Curious, interested, concentrated.	Confident. Concentrate.	Inquiring, interested.	Enthusiastic, inquiring
Touch-points	Presenter. Workshop screen. 	Participants in the workshop. 	Feedback form 	Presenter 


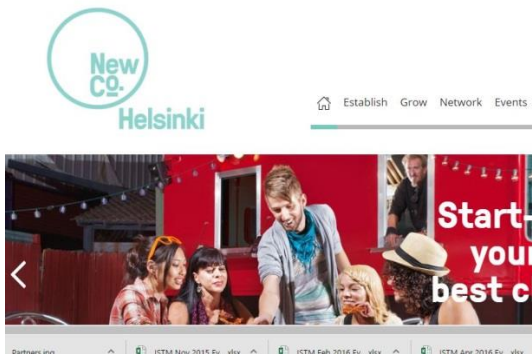
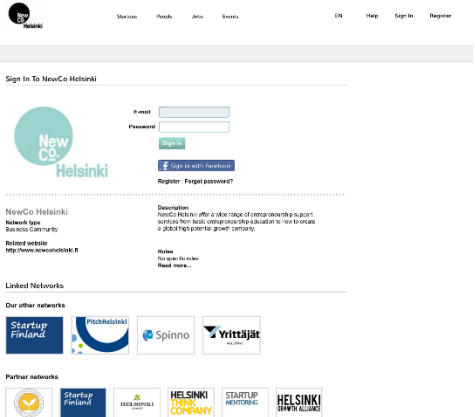
After event			
Action	Talk with his partner about Helsinki Growth Alliance and NewCo Helsinki.	Look for more information from NewCo YritysHelsinki website	Sign up for events.
Result of action	His partner finds it interesting too and promises that she will join him for another workshop another day.	Found the most suitable thing for him now is information session Starting a company and Shareholders' Agreement workshop.	Take some time to sign up for both, but persuade himself that it will worth it.
Emotion	Relaxed, fascinated	Curious, hopeful	Patient.
Touchpoints	Partner 	NewCo Helsinki website 	NewCo Helsinki community page 

Table 5: Eric Bank customer journey when he joins English workshop in NewCo Helsinki

From Table 5, Eric Bank customer journey when he goes to an English workshop in NewCo Yrityshelsinki is shown in details. There is one noticeable fact at the beginning of the journey: Eric feels that NewCo Helsinki is a little bit hard to reach, but when he actually comes to the building, he recognizes that it is not that hard. There is brand confusion in between when he finds it hard to understand what organization the events belongs to. In the end, he feels satisfied with what he receives, so he asks the presenter for more information about services in NewCo Helsinki. The presenter is not a business advisor, but she can guide him on how to find more information which can be beneficial. Eric Bank emotions are neutral to positive throughout the process, as he does not have urgent needs, but it is enough to make him satisfied and wants to come back for more free services.

6.4 Touchpoints

From these two customer journeys, there are many touch points that both participants need to meet. It includes many digital touchpoints like the website, social media channels, or email; to some physical touchpoints like building premises, parking lot; and human touchpoints like event organizers, business advisors, and presenters. It was clear to see that most of the actions in the event attending process of participants are interactive with controllable touch points from the organization. Working to make each touchpoint approachable and user-friendly is important to make customer experience smooth and pleasant. The fact that more than half of the journey happens online means digital touchpoints are very important to deliver a good impression. On the other hand, the quality of human touchpoints like event organizers, business advisors, and even event participants is decisive to customer's satisfaction. Meeting the right people and receiving good advice are essential needs of event participants in NewCo Helsinki. Attendees may do not know what is unknown to them, but when other people including organization employees and participants talk to them, they will realize what they lack and the possible solutions. This is the direct benefit to customers which brings the most heartfelt feeling and urges them to recommend their friends to come and enjoy the event next time.

7 Improving event planning in NewCo Yrityshelsinki

7.1 Core issues based on customers' feedback and event evaluation

On the customer journey of Tilda, the research and registration phase takes a lot of time for her. Although Tilda visited NewCo Yrityshelsinki once, and she follows NewCo Yrityshelsinki Facebook page, but without her friend mentions In Search of Team members event, she probably will not discover it. Since she believes that NewCo Yrityshelsinki is the only Facebook page of the organization, she does not seek for any other channel. As a Finnish, Tilda does

not switch to the English version of NewCo Yrityshelsinki main page, so she does not recognize that just seeing the short list of upcoming events in the front site is not enough to know both Finnish and English events. It can be concluded that the marketing and information channels of NewCo Yrityshelsinki are not user-friendly.

As tested, there are some technical errors if you try to open the registration link from the website on Safari web browser. In Tilda's customer journey, this is the lowest point of her emotion chart. She feels frustrated, since she took several steps to find information and try to register, so when a technical error happens it can be the last drop in a full cup. Some potential participants may give up by this point because they don't have the patience to try again. Fixing this technical can be complicated, but it will be worth to improve the general customer emotion in the journey.

For Eric Bank, it was shown that he had confusion about the brands. He does not know the difference between Helsinki Growth Alliance and NewCo Yrityshelsinki, and honestly, he does not care to know too many details about it. But since he researches about the organization before he attends an event, it causes him a confusion moment when he recognizes that the event opening is about another identity. It is not a big problem with the participants, but it brings unwanted effect to the organization. A strong and cohesive impression about an identity is much better than the division of attention into two brands.

Event location is also a problem. Although NewCo Yrityshelsinki building is located in Kallio and close to the metro station, it still creates an impression of a far-away office. Immigrants, foreigners and people from other cities come to visit NewCo Yrityshelsinki will be reluctant to come if they do not know the route. After customers visit the building once, they will get familiar and visit more times because they understand that it is easier to reach than it seems. However, it also means that customers need to feel the urge to come firstly, which is not all the time the case.

7.2 Benchmarking: Microsoft Flux

Microsoft Flux is a startup community space opened in April 2016. It locates in Korkeavuorenkatu 35, Helsinki center, where it can be reached by walking 800 meters from the Central Railway Station, or 250 meters from the nearest tram stop. It is a popular place for startup and pre-startup companies in the city. Only after one year from opening, Microsoft Flux reaches 2909 likes from Facebook and goes viral to 2948 people. Not only it is popular, but the quality of the space is also rated as 4,9/5 by 78 reviews. It is an impressive number for any service provider. The key factors of success of Microsoft Flux are:

- Space is completely free. Customers can go there to work individually, or book a meeting room, or book the venue for events. All of those services are all free of charge.
- Space is equipped by modern devices. Screen projector and 3D printer are two example of in-house equipment. Usage of those devices is free of charge for visitors.
- It acts as a community space. People work, use the space, use devices, and clean after themselves. There is an in-house technical team to support, but otherwise, people take responsibilities.
- The location is in Helsinki city center, so it is easy to reach, even for foreigners.
- The design of the space is modern, functional and inspiring for creative activities. Space is used as a multi-function office area, with yellow and black as the main color code. It is designed to receive a lot of natural light.

The success of Microsoft Flux lays not only in their own asset: space, but also in their care in details of customer experience. Such small details bring a further step to make a customer from being satisfied to being happy and impressed. For example, Flux provides beverages like coffee, cocoa, soft drinks, and beer free of charge. They have adapted the Finnish habit of drinking coffee to increase productivity and scale it up: not only coffee, but you can also drink whatever you want to make yourself feel good and work better! Other than that, they understand their target customer smartly: startup and pre-startup entrepreneurs are people who want to create innovative product/services, they enjoy creativity and freedom. Therefore, they promote the Flux's culture as unique and playful without any fixed rules, except the own community's rules. It attracts the startup and pre-startup entrepreneurs by nature. To make sure that their culture is understood widely and reaches all their potential customers, Flux has spent money on opening a large opening party with free alcohol drinks, simple food and live music, while they spent only 20 minutes for their welcoming words and introduction. All of these preparations were made to deliver a strong impression of a cool open space to the startup community in Helsinki region in one night. The resonance of that event lasts even longer than a typical complicated, lengthy marketing campaign, and its effect is proved by their impressive number of visitors and event participants.

About events, in particular, Microsoft Flux choose a different track: they only have external events in the space. Their event guidance is published on the website with a digital event booking request. The event guidance contains details about the premise capacity, equipments available to use, and rules for event organizers. It contains details about what the event organizers should do before, during and after the event, even with cheer up notes. It also mentions that they ask for 5 to 10 minutes, in the beginning, to introduce about Microsoft Flux. After reading the event guidance, if the event organizers agree with it, they will fill the event booking request. The event booking request asks details relating to events like content,

needed facility, catering, additional cleaning, marketing in Flux page or not, and so on. It also requires the organizers to have a clear idea about what they are going to do in the event. It also states clearly the fact that the Flux team is not going to involve in event organizing process, although they will help answer questions and request from the organizers. From preparing the contents, arrange the layout of the event venue, to cleaning in the end, the event organizers will do it all. By filling this form, the Flux team will have detailed information to evaluate, and they will get back to the event organizers afterward. By support events from external corporations only, Microsoft Flux acts like their goal: support all stakeholders in the startup scene. They do not organize their own events to compete with other companies in the startup ecosystem, but they provide the venue to support companies to organize events, and the corporation relates only to facility side. The organizers make all the rest of the event organizing process without any interference from Flux.

Microsoft Flux shares some similar goals to NewCo Yrityshelsinki: Open for startups and pre-startups entrepreneurs and support every composition in the startup ecosystem. However, NewCo Yrityshelsinki is a public services organization and aims to support not only startups but also traditional businesses, while Microsoft Flux is in the private sector concentrates in supporting startups. Microsoft Flux acts like a startup community character, but NewCo Yrityshelsinki is a services provider. The organization belongs to the government. Therefore it is some restrictions in actions, brand image, and public relations. However, it does not mean that NewCo Yrityshelsinki cannot adapt anything from Microsoft Flux. Lessons from Microsoft success with Flux can be used to improve event organizing in particular, and services in NewCo Yrityshelsinki in general.

7.3 Event planning improvement

Participants of events can be reachable by many channels, and many of them is controllable by the organization. The organization's website with clear information about the upcoming events in both languages can be a powerful tool to support customers. It is not user-friendly to the customer when the staffs filter information based on their perspective before presenting it to customers without understanding their needs. Since half of the English event attendees are Finnish, English-spoken events should appear on the front page as Finnish events. If it is not possible, an undernote that the front-page event calendar shows only Finnish events is crucial to make visitors click to see the whole event calendar. By fixing the gap of understanding between the organization and customers, it can help make customer experience smoother.

Social media channels are crucial to promote the organization in general and events in particular. Currently, NewCo Yrityshelsinki Facebook group contains only Finnish information for Finnish customers, and like the website, all of that information is filtered by the employees. There is no description on the Facebook page that this is only for Finnish speaking services or events. An undernote about this filter will go an extra mile to make sure customer expectation and understanding are on the same page as organizers'. Furthermore, having a social media channel for a particular group of participants is not uncommon in marketing, but neglecting another group of participants is a serious shortcoming. An official Facebook page for English-speaking customers is essential to building a stronger brand name for NewCo Yrityshelsinki in metropolitan Helsinki. Again, a short notice in the description for Finnish-speaking audiences and a link to the other page are necessary for visitors.

Erasing the misjudgment about the location of NewCo Yrityshelsinki is a way to get more customers to the building. Currently, with the Google Maps picture on the footnote and a simple address, people who are not from Helsinki will have a feeling that it is not easy to access, which is not the truth. A note about how people can reach the building by public transport in the footnote of the website can make visitors feel less foreign to the location. In the case of Microsoft Flux, although the location is already good, they still make a video to show how people can reach the premise. The link to the video is tagged on the map of the venue. It can also be applied to NewCo Yrityshelsinki. A simple walk-in video to show how people can reach NewCo Yrityshelsinki building will create an user-friendly feeling. Moreover it proves that the organization thinks about how customers need to do to reach them physically.

The amount of events in the organization is also an issue. With the size of the current team, decreasing the original amount of events in the building, while increasing the external events can be a strategic move for the organization. It acts like a stone hitting two birds: firstly it will lower the work stress of the employees; secondly, it will open chances to support customers who want to promote their business, organize their events, and share their knowledge to the audience. Furthermore, in external events, organizers are from other companies or organizations so they will use their marketing channels to promote for events, which also means promoting for NewCo Yrityshelsinki indirectly. To achieve this shift, event planners in NewCo Yrityshelsinki may work together to select and lower the frequency of some original event series, while all other employees including business advisors can mention to companies and customers about the availability of using premises for external events. Posting this information on the website as a providing service also works well as many customers get to know about the organization online.

7.4 Event implementation improvement

Eric Bank and Tilda Kivi are two different people, with different needs, and they come to different types of event. But they share the same thing in the end: they ask for contacts of business advisors to use other services. This is the key point that the organization needs to catch: customers come to a particular workshop and event to satisfy a particular need, but they always have more concerns. If you can persuade them by satisfying the first need, they will want to know about other services to take away their other problems. The event is an effective mass marketing method. It proves the capability of an organization by the quality of the event, and it opens chances for new customers' relationship. From events, customers who feel impressed by its quality will reach staffs to ask more questions about what they can get from the organization. For this reason, every employee in NewCo Yrityshelsinki should update their knowledge about services in the building frequently. They might not know in details about every service, but they need to know what are available and how customers can reach those services. With this internal mutual understanding, customers will be able to reach support by every employee, and services in the organization will support each other. Acting like a team is crucial in any organization's achievement, and NewCo Yrityshelsinki is not an exception.

In above cases of the customer journey, the event evidence is before-event email and registration website. While the before-event email receives positive feedback and provokes positive feelings of being cared in customers, the registration website reminds participants of the unpleasant feelings during the registration process. If the customers want to come back to join other events, they need to go back to the registration page. For that reason, making the registration website and the main website of NewCo Yrityshelsinki friendlier and less time-consuming to participants will bring a long term profit to the organization.

7.5 Customers' relationship improvement

The fact that customer feedback for NewCo Yrityshelsinki's events is collected mainly with Helsinki Growth Alliance project means that it is not enough to analyze the overall performance of events in the building. Although it is mentioned by event organizers that many participants said to them directly that they enjoy the event, but it is not enough to gather information, especially constructive comments. Physical feedback forms act better as a tool to gather customers' comments in many situations as participants feel the urge of doing it for the organization more than neglect it. They have a feeling that it is not polite to turn down the request, so they will give their thoughts to the organizers. Furthermore, many people also feel bad if they say something negative about the ongoing event or organization directly, so by writing it down physically, attendees will feel more comfortable and easier to share their inner thoughts. It is essential for an organization to improve their performance and services quality. Therefore it should not be disregarded.

8 Conclusion

NewCo YritysHelsinki is a public services organization which organize hundred of events per year. Although the quality of event content and organizing process are both good, there are weak points in the customer journey which can be fixed. By improving the quality of customer experience when they join events, the organization can achieve much more success and reach the goals of supporting as many people in Helsinki region as possible.

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Appendix 1: Interview questions to Tommo Koivusalo - director of NewCo Yrityshelsinki

For Tommo Koivusalo:

1. Can you introduce yourself and your role in the organization?
2. What is NewCo Helsinki's vision?
3. What do you think the purposes of those events are?
4. In your opinion, what is the good point of current in-house events?
5. Do you think the amount of event that are happening should change or should be increase/decrease it?
6. Can I use the event organizing manual for staff in NewCo Helsinki for my thesis?
7. Can I use the name of the organization or should I refer NewCo Helsinki as an ambiguous organization?

Appendix 2: Interview questions to Qiongfang Zheng - planner of NewCo YritysHelsinki

1. Can you introduce yourself and your role in the organization?
2. What do you think is the role of event manager in the organization?
3. Do you think your work is similar as an event manager?
4. What is the event organizing process in NewCo Helsinki?
5. What is the target customer of NewCo Helsinki?
6. Do you have any more specific information about event participant group?
7. How many people are there to work with events in the organization?
8. What is the biggest challenge in your job?
9. What change do you think it can be made to improve your job experience?
10. What is the difference between events in NewCo Helsinki?
11. What is the good thing about events in NewCo Helsinki? And what are the things that can be improved?
12. What is the difference between NewCo Helsinki and Helsinki Growth Alliance?
13. Do you think the customer know the difference between two brands and do they need to know it?
14. What is going to happen with English-speaking events in NewCo Helsinki if Helsinki Growth Alliance project will not continue?