

Toolbox for Designing Experiential Marketing Campaigns

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<p>Experiential marketing is fast growing marketing tactic that aims to create experiences within the audience, and that how to interact and connect with the target group. As consumer are looking for experiences over traditional goods, product and services, are they more likely to consume products and services from a brand which's marketing affects to their senses and feelings as well as alters their perceptions.</p> <p>This thesis walks the reader through topics of experiences, experiential marketing and design process that emphasizes experiential marketing campaigns. These topics are to support the main aim of this thesis which is to create a toolbox for experiential marketing campaigns. The toolbox is built to help people who want to create experiential marketing campaigns to design them. The main research question of this thesis is 'how to design experiential marketing campaigns?'.</p> <p>The theoretical background of this thesis is gathered by combining academic writings of experts that have published in respect of the topics, and data collected from interviews that the author of this thesis conducted by asking relational questions from professionals who are working in the field of experiential marketing in daily basis. The results of these interviews are influencing the theoretical background as well as the toolbox.</p> <p>The toolbox is combination of separate tools that help people to design experiential marketing campaigns. The toolbox chapter of this thesis introduces every tool and shows examples to implement the facets that are involved in the design process.</p> <p>Finally, the thesis will discuss the success and possible fails as well as summarises the topics and the product.</p>	
Keywords Experiences, Experiential marketing, Designing	

Table of contents

1	Introduction	1
1.1	The Aim of the thesis	1
1.2	The Scope of the thesis	1
1.3	The authors motivation for the thesis	2
2	Experiences	3
2.1	Demand of experiences	3
2.2	Definition of experiences	3
2.3	Types of experiences	4
2.4	Motivation towards experiences	7
3	Experiential marketing	8
3.1	Definition of marketing	8
3.2	Definition of experiential marketing	8
3.3	Traits of experiential marketing	9
3.4	Motivation towards experiential marketing campaigns	12
3.5	Branded experiences	13
3.5.1	Brand experience	14
3.5.2	Live brand experience	15
3.6	Analysing and measuring the campaign	15
4	Designing experiential marketing campaigns	18
4.1	Definition of designing	18
4.2	Designing experiential marketing campaigns	20
4.2.1	Experiential grid	21
4.2.2	Brainstorming model BETTER	22
4.2.3	Designing tool SET MESSAGE	24
5	Toolbox for designing experiential marketing campaigns	29
5.1	Tool 1. XM Discovering Pyramid	29
5.2	Tool 2. XM Design sheet	30
5.3	Tool 3. XM Development star	35
5.4	Tool 4. XM Evaluation	38
6	Discussion	41
6.1	Trustworthiness	41
6.2	Relevance	42
6.3	Fails	42
6.4	Learning process	43
7	Conclusion	45
	References	48

Appendices.....	52
Appendix 1. Interview frame.....	52

1 Introduction

Experiential marketing is marketing method that considers at its core staged events that create experiences within the participants. Experiential marketing aims to stimulate target audiences' senses, evoke their emotions and inspire them intellectually as brands aim to offer products, communications and campaigns that the target can relate with and which can be incorporated with target audiences' lifestyles (Schmitt 1999, 22).

Experiential marketing is popular and everyday growing marketing method that all sized brands and companies are using to gain competitive advantage over their competitors. Nowadays in experiential marketing only imagination is limit as technology allows people to develop the creasiest ideas ever and apply them to their marketing. One thing that makes this marketing method that popular and effective is that it is all about interacting with the consumer in a way that the consumers perceptions and feelings are altered.

1.1 The Aim of the thesis

The aim of the thesis is to create a toolbox for designing successful experiential marketing campaigns. This thesis is combining different theories as theoretical background as well is influenced by data that was collected through interviews that the author conducted. The main research question of the thesis is 'how to design experiential marketing campaigns?'.

The interviews were conducted as semi-structured interviews that allowed the author of this thesis to add questions when needed to get as much out of the interview situation. Interviewees were experiential marketing professionals working within the phenomenon at daily basis as Teppo Heikkinen the CEO of Lataamo Group Oy, Eeva Sinda an executive producer of MKTG, and Janne Salminen from Helsingin Tapahtumantuotanto took part on the interviews. Interview themes were focusing on definitions, design process and evaluation methods of experiential marketing. Because author offers anonymity to interviewees results of these interviews are all put together and discussed at the theoretical background as conclusions without any direct quotations.

1.2 The Scope of the thesis

In this thesis, the framework is divided to theoretical background and to part that present the product. Chapters 2, 3 and 4 are to go through the theoretical background of the thesis, and to further explain topics of experiences, experiential marketing and design of experiential marketing campaigns. The theoretical background is written to support the

toolbox that the author of this thesis created. Theoretical background combines different theories and tools that other authors have created and introduced in their publications.

The product presenting part of this thesis, the chapters 5, is to show the development of the product, the toolbox for creating experiential marketing campaigns. The toolbox is combination of separate tools that helps people to design experiential marketing campaigns, and is created by the author of this thesis. The toolbox is created with the influence of academic writings and interviews.

Last phase of the thesis chapters 6 and 7, are to go through the discussion part as well as the conclusion. In the discussion part trustworthiness, relevance and possible fails of the thesis as well as the learning process are discussed. The conclusion part is to summarise the thesis.

1.3 The authors motivation for the thesis

The author of the thesis has studied experience management and is truly interested of experiences as well as of marketing. This thesis was an opportunity to combine those two phenomena.

The topic of this thesis interests the author as she desires to work with experiential marketing in a future and considers this thesis as a door opener for her to the field. That said, the thesis process gave out opportunities to familiarise with companies at the field as well as allowed the author to gain theoretical expertise within the topic of experiential marketing. Motivation towards the thesis was high because of its relevance to the authors studies and future plans.

The author of this thesis considers that this thesis would be relevant for the industry, because experiential marketing is fast growing phenomenon that all sized companies and brands are or will be using. This thesis is considered to be more relevant for those who are rediscovering their marketing methods and aren't using marketing agencies to apply their campaigns or are willing to offer their own ideas for these agencies.

2 Experiences

Experiences are the base of experiential marketing and therefore, this chapter will describe what are experiences and what is the motivation to create and consume them.

2.1 Demand of experiences

Nowadays people are looking for experiences and emotional connections that evoke feelings and perceptions or are considered to be fun (Pine & Gilmore 1998, 98-99; Holbrook & Hirschman 1982, 132). Experiences are engaging consumers' through personal and emotional levels, and staging experiences have become a competitive advantage for companies throughout different industries. Experiences have not only gain their place over products and services but also over traditional marketing practises.

Products have become secondary when people started seeking emotional connections and stories that experiences offer. That said, people will still need and value products and services, but the emphasize lies in stories and in emotional connection that the product aims to create within the target audience. (Jensen 1999; Pine & Gilmore 1998, 97-99.) According to Boswijk, Thijssen and Peelen (2006) the process of staging expereinces is about creating a meaning for individual consumer.

2.2 Definition of experiences

The term experience doesn't have one specific definition. Therefore the term may be used multiple ways. The main two definitions for experiences are skills and knowledges, which have been created because of previous happenings and own actions, and perceptions and feelings as an ongoing happening (Schmitt 2011, 59-60; Boswijk, Thijssen & Peelen 2007, 11).

Schmitt (2011, 60) describes experiences as feelings and perceptions that occur within consumers when encountering and engaging with brands. He also states that experiences can be evoked by products, packaging, communications, in-store interactions, sales relationships and events, and it may occur as a result of online or offline activities (Schmitt 2011, 63). According to Snel (2013, 123) experiences are comibination of things that happen in an environment, someone who experiences the effects and an encounter between that something and someone.

Sundbo and Sørensen are describing experiences to be a mental phenomenon which is driven by external stimuli. They are pointing out that experiences are elaborating through

mental awareness and needs of the target audience as well as released by sensory stimulation. (Sundbo & Sørensen 2013, 2-4.) Sensory stimulation refers to activity that engages consumer with scent, taste, touch, sight or sound.

The term experience is understood by the author of this thesis as an outcome of staged event that aim through external stimulation to affect participants feelings and perceptions. That said, staged events are the platform for creating experiences. The term experiences is used to refer to the staged events that aim to create the experience within the audience.

2.3 Types of experiences

As experiences are happening within individual consumer and created by the help of staged event they are subjects to time. That said, Pine and Gilmore (2013, 32) specify that the experience economy allows offerings across all dimensions of time, space and matter. This means that the experience may occur in everyplace ether live or virtual, anytime and in many ways.

Every experience is different and unique for each individual. However, from experiences is found typical characteristics. Most experiences are created by sensory stimulation. Sensory stimulation makes the consumer to see, taste, smell, hear or touch something that is part of creating the experience with-in the participant. To create a good experience, it needs to engage the consumer both intellectual and emotional way in order to be as personal as possible. Experiences also tend to alter sense of time. This meaning that when fully imersed to an experience the sense of time is altered or even forgotten. Experiences are also made through direct contact with the brand, product or service and tend to involve doing or undergoing something that makes the experience last in memories longer. One characteristic of an staged experience is that the participant is feeling that he or she is in control of the situation even though the experience is staged by someone else. Staged experiences have also clear objectives. Therefore, the staged event doesn't try to evolve all kinds of experiences sametime but focuses on creating similar types of experiences within every individual participant. (Boswijk & al. 2006.)

Experiences are different in every individual and therefore there needs to be different kind of experiences. Experience types are to specify the form of the experience that is aimed to create within the consumer. Schmitt created Strategic Experiential Modules (SEM's) (figure 1.) which are experience types that aim to make consumer to sense, feel, think, act or relate with the brand or product. SEM's include sensory experiences, affective experiences, creative cognitive experiences, physical experiences and entire lifestyles,

and social-identity experiences. (Schmitt 1999, 63-69.) Gentile, Spiller and Noci (2007, 398) also state that people are consuming or part taking experiences that have either sensorial, emotional, cognitive, pragmatic, lifestyle oriented or relational components.

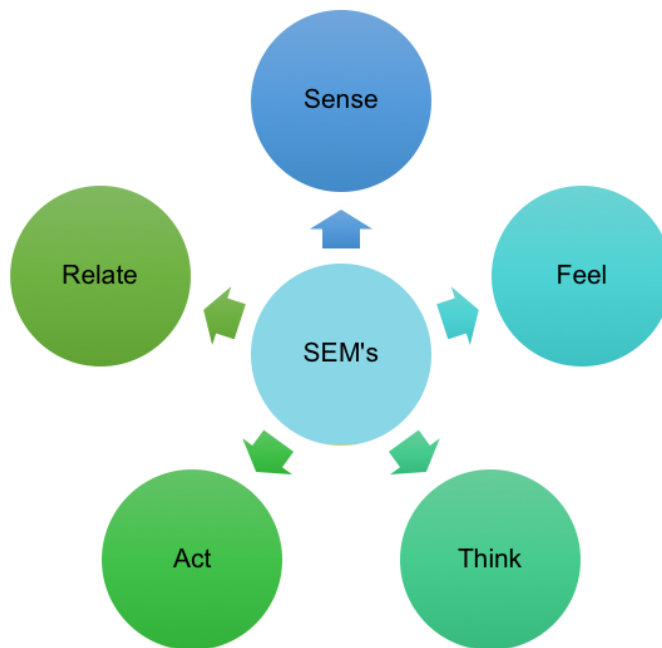


Figure 1. Strategic experiential modules (Schmitt 1999, 64.)

Sensorial experiences are engaging individuals' senses and through them provoking the pleasure and satisfaction. Emotional/affective experiences influence on moods and feelings of the individual consumer and tries to create relation with companies and brands. Cognitive experiences are relating to individuals' intellectual process and are using the creativity and problem-solving skills of the consumer to alter their expectations and beliefs of the product or company. Pragmatic/physical experiences are results of consumers' practical acts by enhancing the products or services usability. Lifestyle experiences are emphasizing the individual's values and beliefs when relational experiences emerge the social context that occur in consumption process. (Gentile & al. 2007, 398; Schmitt 1999, 62-69.)

It could be stated that experience is more multidimensional and memorable when it is complex/hybrid or holistic. Complex/hybrid experiences are identified as experiences that are involving more than one experiential component (Gentile & al. 2007, 402; Schmitt 1999, 69-71). Holistic experience involves all strategic experiential modules in one campaign (Schmitt 1999, 194).

Pine and Gilmore (1998,101-102) created the experience realms (figure 2.), that are considered in this thesis as levels of experiences. The experience realms are dividing experiences into four categories by level of participation and connection that the experience creates with the consumer. The four realms of experience are educational, escapist, esthetic and entertainment. As experience levels differ by level of consumers participation within the experience which the is ether passive or active, and by the level of connection with the consumer which is ether absorptive or immersive. (Pine & Gilmore 1998, 101-102.) Pine and Gilmore state that absorption is way of drawing person's attention with aspects that create experience from distance when immersion is way which insist person to physically take part to the experience (Pine & Gilmore 2011, 46).

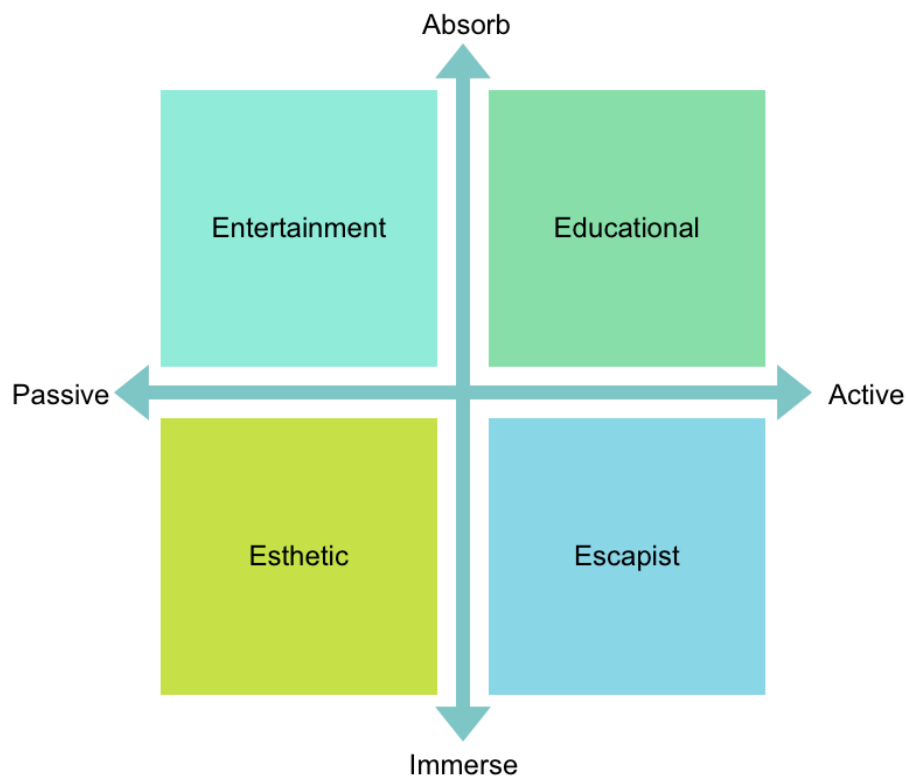


Figure 2. Experience realms (Pine & Gilmore 1998, 102.)

Educational experiences are informing and increasing consumers' skills and emphasizing interactive participation. In that matter, people whom are having an educational experience may be willing to learn new. Escapist experiences fully immerses consumer and requires active participation. Escapist experience allows people to have effect on the experience itself. People partaking in escapist experience may want to try different things and go to different places. Esthetic experience doesn't require participation but is still fully immersing. People partaking to esthetic experience may just want to be and relax and enjoy the feeling. This kind of experiences are generated for example when people are getting emotionally involved with beautiful scenery. Entertainment happens when people are absorbing the experience trough senses but not really doing anything towards the

experience itself. Those that are partaking in entertainment experience may just want to enjoy the amusement offered. (Pine & Gilmore 1998, 101-102)

Even though the experiences may be categorized, it's even expected to cross the boundaries over the realms when designing experiences. According to Pine and Gilmore (2011, 64) the act of merging all the realms in the staged event creates a sweet spot for valuable and competitive experience.

2.4 Motivation towards experiences

Why do people seek experiences and emotional effects? To understand this, one needs to understand how people make consumption decisions. According to Schultze (2013,101) consumption may be either outwardly or inwardly oriented. Outwardly motivation is consumption that occurs because of a need that has a proper purpose. Outwardly oriented consumer may define needed and wanted qualities and is more certainly making rational decisions. Inwardly consumption is about like- and feel oriented motives that drive consumers. The inwardly oriented consumer is uncertain and spontaneous as well as looking for "nice" besides "good". Therefore inwardly motivated consumers are more likely to search and consume experiences. (Schultze 2013,101-103.)

Holbrook and Hirschman state that experiential consumption is directed towards peoples want and need of reaching fantasies, feelings and fun. They emphasize that symbolic meanings, nonverbal cues and emotional responses are results of experiential consumption. The decision to experience are made in subconscious level and affected by emotions and attitudes. (Holbrook & Hirschman 1982,132-139.) That said, people are consuming experiences because they want to have fun, reach deepest desires and evoke feelings. Pine and Gilmore (2013, 26) point out that people desire experiences because the experience itself creates value for the customer. Therefore, a memory of the experience is adding value for the individual consumer. The value of the experience lies in the fulfillment of consumers emotional and psychological needs. The value may also be status or desire oriented, when it's about fulfilling deepest desires of the consumer. (Newbery & Farnham 2013, 3.)

3 Experiential marketing

This chapter will define experiential marketing and describe how it evolved and what is the motivation behind creating these experiential campaigns. This chapter tries also to portray the measuring practices of experiential marketing.

3.1 Definition of marketing

According to American Marketing Association (2013) marketing is process for communicating offerings for customers by ways that create value. Marketing is a strategic approach to build awareness and drive up sales for a company or an organization. Marketing constructs of different tactics and methods. Nowadays marketers are using new and more creative channels and platforms to get the message out to the target audience, when at same time the audience finds ways to control the messages that can reach them.

When marketing happens everywhere and all the time, marketing campaigns needed to evolve and stand out from the mass. Alongside of experience economy also marketing evolved, and consequently traditional marketing is not enough to impress the consumers. According to Lenderman (2006, 18) people demand marketing campaigns that are stimulating their senses, touching their hearts and provoking them intellectually.

3.2 Definition of experiential marketing

Experiential marketing is defined differently by every author and maybe by every marketer as well. This thesis will collect together different definitions of the phenomenon to show the similarities and differences of these definitions.

Schmitt (1999, 25-29) claims that experiential marketing is marketing strategy that focuses on customer experiences and underlines the consumption situation. Also, Lenderman (2006,10) points out that experiential marketing is a marketing strategy which aims to bring brand promises to life through staged experiences before purchasing brands products, during the buying process and thereafter.

Smilansky (2009, 5) defines experiential marketing as a process where customer needs and aspirations are identified and satisfied by engaging them with two-way interaction which also brings brand personality to life and creates value within the target audience. Schmitt states that experiential marketing aims to stimulate, entertain, educate and challenge consumers via experiences that are provided by a brand (Schmitt 1999, 32). Hence experiential marketing is a marketing tactic that empathizes personal one-on-one

interaction between the consumer and a brand. Experiential marketing uses live two-way interaction with consumer in its core, and can use other approaches to support itself. (Lenderman 2006, 27; Smilansky 2009, 5.)

Hanover and Smith (2016, 9) are seeing experiential marketing as a storytelling method that interacts with consumer and throughout creates immediate bonds and adds lifetime value. They also consider that experiential marketing is unstoppable and consequently a one of the last marketing approaches that the customers are not in control of (Hanover & Smith 2006,17). Hence, it is interactive approach and usually conducted as a live face-to-face conversations and activations with the consumers by offering the control to the consumer.

The author of this thesis conducted interviews to find out the professionals perspective of the phenomenon of experiential marketing. The results of these interviews was combined to define experiential marketing to be planned interaction between the brand and the consumer, which aims to generate and to affect to consumers feelings and perceptions. (Sinda 9 November 2017; Heikkinen 30 November 2017; Salminen 4 October 2017.)

In conclusion, experiential marketing is a strategy for companies to create emotional connection between the brand/product and the consumer. Experiential marketing is interactive and engaging approach by which the brand can be brought to live for the consumers to feel and relate with.

3.3 Traits of experiential marketing

Every experiential marketing campaign is unique. Hanover and Smith (2016, 53) claim that experiential marketing is constructed upon eleven experiential pillars. The experiential pillars (figure 3.) are factors which are supporting the live experience, and are important factors for the campaign to be successful.



Figure 3. Experiential pillars (Hanover & Smith 2016, 53.)

The eleven pillars that support experiential marketing are remarkable, sharable, memorable, measurable, relatable, personal, targetable, connectable, flexible, engageable and believable. That said, experiential marketing campaign needs to be remarkable, meaning that it should awake the interest of people. The campaign should also be engageable and create value for the individual consumer in exchange of spent time. Consumers should be able to relate and connect with the marketed brand. The campaign should also be memorable and include the elements of surprise and delight as well as being shareable which means that the experiential campaign should have factors that encourage participants to share their experiences with others. Every campaign needs to be measurable for having opportunity to succeed. Therefore, the marketer should consider the target audience's needs, wants and desires. Successful campaign is made for carefully chosen target audience and more in specifically personalized to communicate with individual consumers. For the campaign is important to be flexible and able to live by the situation. The experience and the whole campaign should be believable and more in specifically authentic. (Hanover & Smith 2016, 53-80.) Authenticity is being true to yourself and true to others (Pine & Gilmore 2007, 96-97).

Experiential marketing aims to strengthen the relationship between consumer and brand, and is one possible touchpoint for creating meaningful brand experience. Experiential marketing is a strategic approach for creating brand loyalty and to engage consumers to sense the essence of a brand. According to Hanover and Smith (2016, 26-52) successful experiential marketing campaigns share common traits that are connection, control, content, currency and conversion. That said, experiential marketing campaigns should create connection, have set control structure, generate content to other channels, have defined currency type and convert the target into something.

Connection is an important platform in experiential marketing, because the aim of every campaign is to connect with consumer. Smilansky thinks (2009, 56) that experiential marketing campaigns are supposed to create an emotional connection that is authentic, positively connected, meaningful for individual as well as multi-sensory. There are different ways to make a connection with the consumer. Connection can be either emotional that aims to evoke consumer emotions, educational that aims to teach consumers, surprise based that aims to create the connection by delighting or surprising the audience, intercept based which considers that intercept locations generate more connections, influencer focused that focuses on connecting consumers through influencers who are advocating behalf the brand, trial based that emphasizes on connecting with the consumer through distributing samplers and testing marketed products or services, incentive based that aims to connect by offering incentive that get the audience to participate somehow in the campaign or movement based that aims to connect for example by taking part in charities (Hanover & Smith 2016, 26-31). As the aim of every campaign is to connect with a consumer, the experiential strategies should be built around these connection types.

The platform of control is in core of creating participation, that drives deep connections. Experiential campaigns are designed to share the control with the customer to sustain the interest towards the campaign. The brand can have either high level of control over the experience when consumers path throughout the experience is predesigned, moderate-high level of control when the experience itself has elements of gaming and consumers are allowed to have a bit of control for themselves, moderate-low level of control when the campaign usually uses different technology platforms to engage consumers, low level of control when brand uses information to manage and guide the control there where the consumers are or no control at all when brand allows the consumer to control their experience wholly. (Hanover & Smith 2016, 32-38.)

Effective experiential marketing campaigns are creating content for the other marketing actions. The live experience generates authentic content to be shared in other channels. The content that is generated in the live experience can be for example viral videos, social media posts, photos and materials for sales or employee trainings. (Hanover & Smith 2016, 38-42)

The experience that the individual participant gets out of the from the campaign works as a currency. According to Hanover and Smith (2016, 43-47) there is seven different currency types such as trial currency where the consumer needs to test the product to get the experience , information currency that requires consumers to give out information

about themselves to gain the experience, behavioural currency where brand requires consumer to participate on some brand related activity to gain the experience, intent currency that provides the experience for people who shows their interest over consuming the product, social currency where the experience is provided in exchange for social media mentions and shares, admission currency which is the traditional currency type where the admission fee is charged for the experience and transaction currency where the customer gets the experience as a reward of purchasing. That said, people have become interested and willing to contact brands just to get experiences.

The aim of experiential marketing is to convert someone into something. According to Hanover and Smith (2016, 47-52) conversion can be either sales conversion which is converting the target to buyer, pipeline conversion that is used in purpose of generating demand, influencer conversion which is designed to convert people to be influencers who would share their experiences to and influence positively among others, mention conversion that communicates with and impacts to media by experiences, retention conversion that aims to maintain current relationships and to gain repeat purchases, awareness conversion that uses experiential marketing to simply drive awareness and aims to reach large amount of people or human capital conversion that aims to engage and communicate with employees and stakeholders of the company creating the campaign. Therefore, the aim of conversion is to create long-term relationships with the consumers.

3.4 Motivation towards experiential marketing campaigns

Experiential marketing is a popular marketing tactic in the world and new campaigns are produced daily. This sub chapter will try to explain the motivation behind of creating experiential marketing campaigns. As originally Carl Buehner (in Evans, 1971, 244) once quoted “They may forget what you said — but they will never forget how you made them feel”. Therefore, by making people to feel and experience something creates long-lasting memories and bonds with the target audience. Lenderman (2006, 50) states that experiential marketing aims to create personal impressions in every individual participant and that how create memorable and impressive experiences.

Interviews, that the author of this thesis conducted, showed that the motivation behind experiential marketing lies on effectively meeting commercial objectives through influencing emotions of target group. That said, creating emotions and experiences within people is a way to create profit in long-term. (Sinda 9 November 2017; Heikkinen 30 November 2017; Salminen 4 October 2017.)

Schmitt (1999, xiv) points out that experiential marketing campaigns aim to create holistic experiences for their customers. Schmitt (1999, 194) signifies holistic experience as an integrated experience that combines all experience types (sensory experiences, affective experiences, creative cognitive experiences, physical experiences and entire lifestyles, and social-identity experiences) in one experience.

Experiential marketing events aims to create emotional responses in every individual consumer. When sensing the essence of a brand are people more likely to share, remember and consume from that specific brand. Therefore, experiential marketing drives customer loyalty and brand evangelism. Experiential marketing allows brands to create deeper and longer relationships with consumers and can activate them in less time. Engagement over the brand creates mutual understanding between the brand and consumer as well as lowers the barriers for future consumption decision. Engagement minimizes risks and is to expedite conversion of the consumer to customer. (Hanover & Smith 2016, 106.)

Every experiential marketing campaign is made to achieve goals. These goals are the objectives that the brand wants to meet, and meeting the objectives makes the campaign successful. Smilansky have listed regular objectives for experiential marketing campaigns. He states that experiential marketing campaigns aim to bring a live brand personality, position or re-position the brand, create a memorable experience, communicate different and complex brand messages, gain high and long-term return-of-investment, increase customer loyalty, gain credibility in the eyes of target consumers, drive word-of-mouth, create brand advocacy, raise brand awareness, drive in-store and website traffic and of course increase sales. (Smilansky 2009, 90.)

3.5 Branded experiences

As at the core of experiential marketing campaign should be interactive communication with the targeted audience, the most powerful way to connect with the consumer is to create a live brand experience around the brand itself. Lenderman (2006, 307) states that experiential marketing aims to use creative methods and tactics to reach and fascinate consumers.

3.5.1 Brand experience

As brand is the essence of the organisation consumers should be able to experience the brand in every customer process. It is not only communicating the brand to target audience and managing customer expectations but also managing organizational capabilities like products, processes and people. (Smith 2003, 97-112.) Brand could be defined as a definition of specific product or company (Bonevac & Jones 2013, 117). That said, brand is a way of an organization or a product to identify itself and distinguish from others with its' combination of physical specialities, qualities and owned elements, such as colours, logos, typefaces, symbols, innovations, sent and sounds (Kapferer 2008, 211; Joseph 2010, 175-189; Allen & Simmons 2003, 114-115). Brand differentiates itself from others also by its personality that determines the way that the brand speaks of products and services. Brand personality is working as an inspiration for branded experiences which are bringing the brand to life.

Brand experiences are defined to be consumer responses that are evoked by brand related stimuli. The consumer response may be sensorial, affective, intellectual or behavioural. (Brakus, Schmitt & Zarantonello 2009, 52.) Brand experience may be defined as all the interactions people have with a product, service or organization where the brand is present. Brand related stimulation comes from attributes of the brand that are visual for the consumer such as design, identity, packaging, communications and environments where the brand is visible.

According to Joseph (2010,17) experience effect is the impact of consistent brand experiences. Experience effect defines how target consumer perceives and positions the brand in their minds. Experience effect justifies the price of brands products and services as well it differentiates the brand form competitors and aims to raise brand loyalty. (Joseph 2010, 34.) That said the brand experiences should be consistent trough every interaction that company has with the consumer. Thus, every interaction with the brand is different and unique the consistency means that all actions taken fit together and create one consistent experience. If the brand experiences are not consistent the impression of the brand can't be fully authentic and doesn't reach wanted impressions in consumers.

Experience effect can create both rational and emotional responses, but successful experience effect reaches both emotional desires and rational needs (Joseph 2010, 98.) That's why when creating a consistent and successful brand experience, it is important to engage consumers emotions as well their needs consistently.

3.5.2 Live brand experience

The live brand experience is usually the core of the experiential marketing campaign and it generates material that can be shared in other channels to create consistent marketing messages.

According to Smilansky at the core of the live brand experience is generated by combining experiential elements that are concepts' like service, theatre, research, adverts, televised broadcasts, entertainment, games, interactive technology, education or set. This strategy set layouts a structure for the main idea, and creates direction for the plan. (Smilansky 2009, 127.) That said, the live brand experience can be made by different tactics and techniques. These tactics can be almost anything that creates interaction with the consumer. As an examples of experiential marketing tactics are publicity stunts, advergaming, sampling, pop-upping or interactive out-of-home advertising (Eventem 2017; Lenderman 2006, 211-231). The aim of all of these tactics and techniques is to provide the audience with experience that evokes emotional or rational connections.

Publicity stunts are awareness generators and aiming to create buzz over the brand. The stunt can be almost anything that suits to the brands image. Natural reach of publicity stunts is normally relatively low but it drives word-of-mouth and also word-of-web. Advergaming refers to developing game around the marketing campaign. Gamification is interactive way to activate and connect with the target audience. Sampling or trialling is an effective experiential marketing tactic that encourage's the audience to test the product or service marketed. The aim of the sampling is to create a connection between the product and the audience as well as creating brand advocates and evangelists who will suggest the brand and drive word-of-mouth. Interactive out-of-home advertising requires interactive technology and is used to generate awareness and to actively engage with the audience. When placed in a right spot interactive technology can naturally reach huge audience and at the same time drive word-of-mouth. Pop-upping is a campaigning style that includes a live immersive location for people to visit. Pop-ups are generating awareness and are good for virtual products. (Eventem 2017; Lenderman 2006, 211-231.)

3.6 Analysing and measuring the campaign

Marketing campaigns need to be measured, or else there is no point of creating them at all. Usually measurement of marketing campaign is based on reach and sales, and the measurements are quantitative. Experiential marketing campaigns are more difficult to

analyse and measure, mostly because marketer needs to figure out what to measure. New mechanisms and technologies allow you to measure almost anything.

Measuring process should start in the early beginning of planning process by setting objectives for the successful campaign. These objectives are telling why the campaign is done, and what are the wanted impacts of the campaign. As mentioned Smilansky (2009, 90) claims that experiential marketing campaigns usually aim to bring the brand personality to life, position or reposition the brand, create a memorable experience, communicate brand messages, gain return of investment, increase customer loyalty, gain credibility, drive word-of-mouth, create brand advocacy, increase sales, raise awareness or drive website and in-store traffic. Not every campaign aims to reach same objectives, but for a campaign is usually set few objectives that are followed up.

According to interviews that the author conducted the campaigns measurement and analysing is a process where is measured how the set goals were met. Interviews showed that in experiential marketing the measurement process is versatile as is the data collected. The data collected can be either data from social media, opinion polls as well as data of profits that the campaign has led to. (Sinda 9 November 2017; Heikkinen 30 November 2017; Salminen 4 October 2017.)

Metrics and systems are indicating how the objectives are met. Hanover and Smith (2016,118) state that by organizing measurement metrics under headings of financial performance, benchmarks, and insights, it's possible to provide better insights versus more data.

Financial metrics include for example return-of-investment, long-term return-of-investment and revenue and sales cost. Return of investment (ROI) measures the profit and it may be directly measurable with some parts of the campaign. For experiential marketing campaigns the ROI can be harder to measure and tie the earned profit with the campaign. That said, in experiential marketing campaigns the long-term return-of-investment (LROI) is more valuable factor. Calculating LROI has four steps that are; calculate word-of-mouth reach, calculate number of sales, calculate the profit generated from the live brand experience and divide the profit by cost of the live brand experience and multiply by 100. (Figure 4.) (Smilansky 2009, 207.)

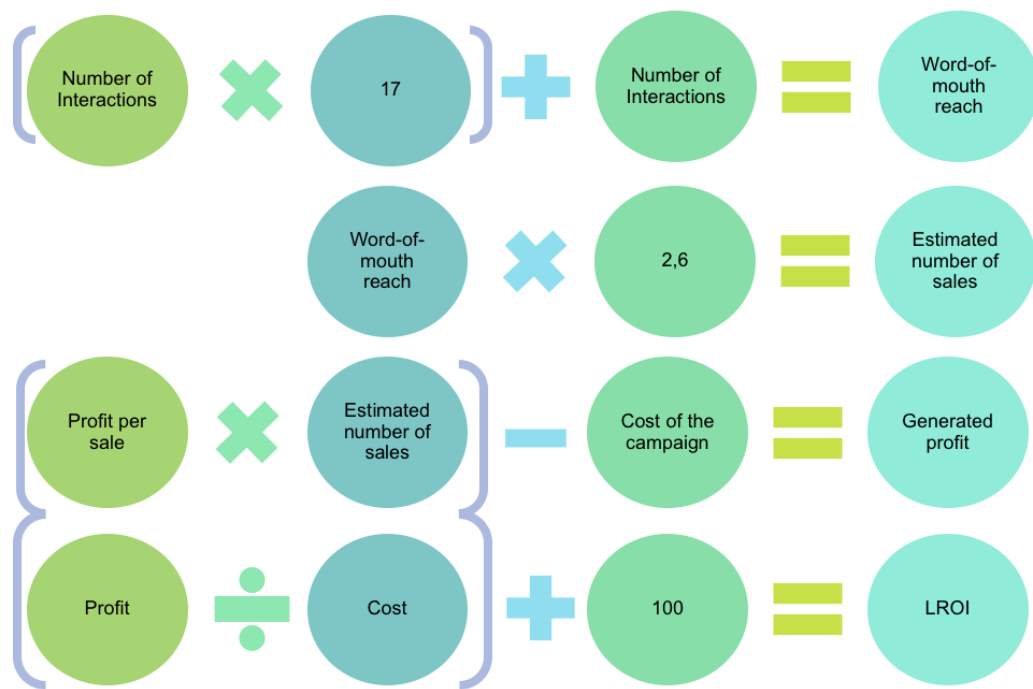


Figure 4. Formulas for counting long-term return of investment (Smilansky 2009, 207)

Benchmarking metrics include for example social media engagement, On-site sales, samples distributed, leads, time spent at the experience and attendance. Benchmarking metrics are easier to measure and evaluate because the information is collected straightforwardly. Insight metrics are metrics that include for example attendee demographics, satisfaction, lifetime value and journey. (Hanover & Smith 2016, 118-119.) Consumer insights need to be collected creatively, because it's not that easy to know straightforward if the attendee was satisfied or not.

Evaluation is act of measuring the metrics. Measuring is a process where the data collected from the campaign is analysed and the metrics are measured. Through evaluation is shown if the objectives are met and how successful the campaign was. That said the overall evaluation of experiential marketing campaign happens by measuring the metrics that are showing which of the objectives were met if not all.

4 Designing experiential marketing campaigns

This chapter is to define designing and to go through effective experiential marketing's design models that some authors like Smilansky (2009) and Schmitt (1999) have introduced in their publications.

4.1 Definition of designing

Design is process of creating concepts and ideas by plans, patterns, models or drawings which help to achieve designated objectives (WebFinance, Inc. 2017). Designing is

Design thinking is way of designing, that has separate phases that are guiding through the creation process. Design thinking is approach for defining and solving problems (Griffin, Noble, Durmusoglu, Luchs & Swan 2015, xxiii). Griffin and al. (2015, xxiv-xxviii) state that design thinking is an approach that constructs of four separate phases that are discovering, defining, creating and evaluating.

There are hundreds of more or less similar approaches that are describing the design process (table 1.). As the basic design processes are slightly similar few of them are to be explained more in detail.

Table 1. Different theories of designing

Author	Approach	Phases
Griffin and al. (2015)	Design Thinking	Discover, Define, Create, Evaluate
Hasso Plattner Institute of Design at Stanford (2009)	Design Thinking	Emphasize, Define, Ideate, Prototype, Test
IDEO U	Design Thinking	Gather inspiration, Generate ideas, Make ideas tangible, Share the story
Cantwell (2010)	DEEP Design Thinking	Discover, Empathize, Experiment, Produce
Design Council, a British organization (2005)	Double Diamond model	Discover, Define, Develop, Deliver

According to Griffin et al. (2015, xxviii) the design thinking is a non-linear four-phased designing method. As mentioned above Griffin et al.'s design thinking approach constructs on discovering, defining, creating, ideating and evaluating. The discover mode of design thinking focuses on discovering consumer insights. That said, discovering mode is a research phase where the needs and wants of consumers are gathered and synthesised. The define mode of design thinking is focusing on defining and understanding the customers' needs, feelings and experiences. Define mode aims to address the target audience and define problems to be solved as well as frame specific insights. The create mode of design thinking is for ideating and implementing the concept when evaluate mode is for measurement and for getting feedback. Because the design process is nonlinear, the modes are usually redone during the design process. The main aim of the process is to move from concept developing to implementation and to final evaluation. (Griffin & al. 2015 xxiv-xxviii.)

The other known design approach, the Double Diamond, emphasize that design process constructs of discovering, defining, developing and delivering (Figure. 5) (Design Council 2005). The discovering phase is all about identifying the problem or a need and gathering information of the users, when the defining phase focuses on analysing collected data and defining the problem or need. The developing phase is about developing the service and creating detailed elements as well as testing the service, when the delivering phase focuses on launching the service and evaluating the outcomes. (Design Council 2005.) The Double Diamond model is nonlinear process, meaning that the designer may need for example to redefine or redevelop the service.

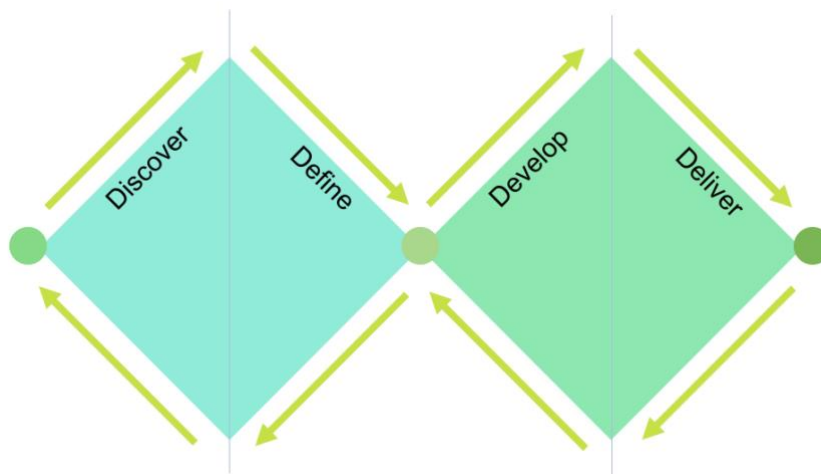


Figure 5. Double diamond design model (Design Council 2005.)

4.2 Designing experiential marketing campaigns

Experience design merges many design approaches such as graphic design, service design and architecture into one creative platform (Hanover & Smith 2016, 93).

Experience design is to design the experience that the target consumer will receive by interacting with the event as well as designing all factor that will lead to the experience. According to Hanover and Smith (2016, 93-96) experiential marketing is designed through stories, experience touchpoints and experience design quadrants.

Experience touchpoints are referring to engagement history, settings, characters, agenda and sequences of the specific touchpoints in connecting with the consumer. Hanover and Smith state that the experience should be designed to meet the experience design quadrants that include product/service, communication, behavior and environment which are affected by brand values, product benefits and brand impact. (Hanover & Smith 2016, 93-95.)

According to the interviews that the author conducted, design processes usually consist of setting the aim, defining how the goals are met, delivering the marketing and evaluating the campaign. At the interviews also came visible how the ideas are constructed (figure 6). That said, idea creation is creative process that doesn't always follow strict paths. Ideas for experiential marketing campaigns are usually constructed upon figuring out the aim of the campaign that is to describe what for the campaign is created, defining the target that shows for who the campaign is made for, selecting the message that describes what is the message that the campaign aims to show or tell and describing the wanted impact of the campaign which is to show what and the actions of and changes in the targeted individual after being affected by the marketing campaign. (Sinda 9 November 2017; Heikkinen 30 November 2017; Salminen 4 October 2017.)

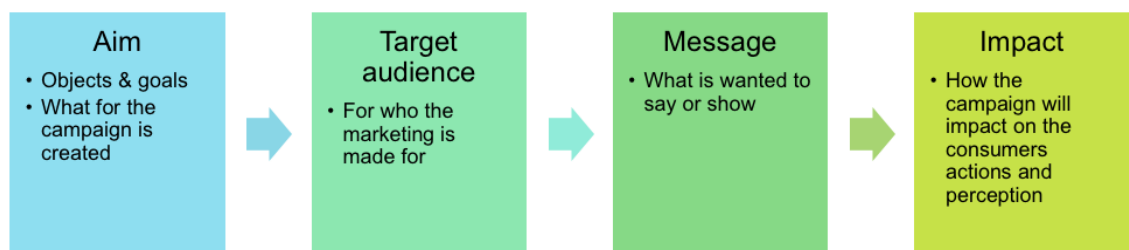


Figure 6. Phases of designing experiential marketing ideas

As the main question and the purpose of this thesis is to find the answer to the question 'how to design a successful experiential marketing campaigns?', are next subchapters

introducing planning and designing tools Experiential grid, BETTER and SET MESSAGE by Schmitt (1999) and Smilansky (2009) who have created these tools to help other to create experiential marketing campaigns.

4.2.1 Experiential grid

Experiential grid is a visual tool (table 2.) that helps to design and plan the actions that will be taken to create and experiential marketing campaign. Schmitt emphasizes that experiential marketing constructs of strategic experiential modules (sense, feel, think, act and relate) which are implemented through experience providers. (Schmitt 1999, 72-74.)

Table 2. Experience grid (Schmitt 1999, 74.)

Experience types	Experience providers						
	Communications	Verbal & visual identity	Product Presence	Co-branding	Spatial environments	Websites	People
Sense							
Feel							
Think							
Act							
Relate							

Experience providers are tactical implementation components by which the different experiential marketing campaigns are designed. The experience providers include factors like communications, product presence, co-branding, spatial environments, websites, and people. (Schmitt 1999, 72.)

The first experience provider in the grid is communication. Communication is factor that include all communication that the brand has with people. More in specific communications include advertising as well as brands internal and external communications. The second experience provider is visual and verbal identities. Visual and verbal identities construct of names, logos and signs that the brand has and that are connected with the experiential marketing campaign. These identities are giving the sense of what the brand is and what are its values. The third experience provider is product presence. Product presence is a factor that involves product design, packaging and brand characters when the fourth experience provider co-branding involves product placement and event management. The fifth experience provider is spatial environments. Spatial environments are factors that emphasizes the locations where the consumer can interact with the brand and the campaign itself. The sixth experience provider is websites. Website

factor emphasizes website design and communication through it. The seventh provider is people. As people are concluded anyone who is included in providing the experience and people who associates with the campaign. (Schmitt 1999, 72-93.)

Every experiential provider should be planned to support the experience types to create successful and consistent experiential marketing campaign. That said, if the campaign is aimed to endorse more in specifically sensory experiences all providers need to support sensory stimulation.

4.2.2 Brainstorming model BETTER

The process of creating experiential marketing campaign should start with brainstorming the idea. The brainstorming model BETTER model (figure 7.) is a tool that constructs of brand personality, emotional connection and target audience, which are together forming a two-way interaction, to which is added exponential elements that drive reach (Smilansky 2009, 53).

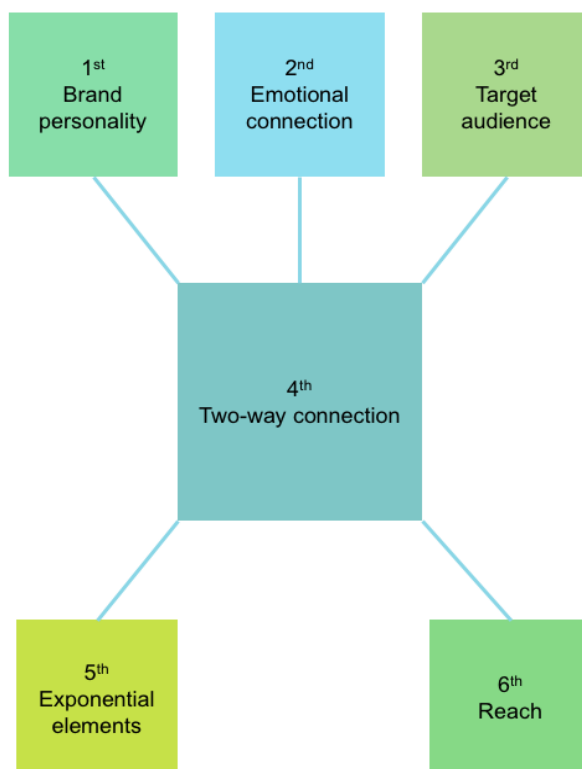


Figure 7. Brainstorming model BETTER (Smilansky 2009,53)

The B in the BETTER model stands for brand personality. Brand personality is defined to construct from the key values that are describing what the brand is all about. Brand personality is the main affecter to the experiential marketing campaign. That said, brand personality is working as an inspiration for experiential elements, when these experiential

elements are bringing the brand personality to life. Azoulay and Kapferer (2003, 153) are pointing out that brand personality should be defined as set of human personality traits that are suitable and relevant for the specific brand. Aaker (2010,141) claims that brands personality constructs of human characteristics like basic demographics, lifestyles and human personality traits. The brand personality is affected also by product related and non-product related characteristics. Product related characteristics like packaging, pricing and quality attributes are giving their own add to the personality, and therefore the personality of brands whom products are highly expensive might be considered to be wealthy. Non-product related characteristics like advertising style, typical users, sponsored events, celebrity endorsers and symbols used can have great impact on the personality. (Aaker 2010, 142-149.) Smilansky (2009, 54) states that in this phase of BETTER model the marketer should find three core brand values and from them form a brand personality.

The first E stands for emotional connection. Experiential marketing campaigns are supposed to create an emotional connection that is authentic, positively connected, meaningful for individual as well as multi-sensory. Emotional connection helps to engage the consumers with the campaign and to create more powerful memory of the campaign in the minds of individual consumers. In the BETTER model the aim is to find emotionally stimulating elements that suit for the target as well as are supporting the brand personality. (Smilansky 2009, 55-57.)

The First T stands for target group. As target audience is important in brainstorming the main idea, it is important that the marketer have insight information of target audience. In this phase, the analysis and information collected doesn't need to be that specific when that data may be specified later on. Experiential marketing needs to add value to the target audiences lives. That said it is important to know how the target audience behaves as well as what are their needs. (Smilansky 2009, 60.)

The second T means two-way interaction. Two-way interaction forms a main concept of the live brand experience which should be the core of the experiential marketing campaign. The two-way interaction should combine founding's of brand personality, emotional connection and target audience and be as personalized as possible. The two-way interaction is the factor that should bring the brand personality to life and add value for consumers. (Smilansky 2009, 61-63.)

Second E stand for exponential elements. Exponential elements are elements that courage people to share their experience with others. In experiential marketing designing

process is important to plan and create those exponential elements. In experiential marketing, exponential elements may be constructed in the two-way interaction as it usually is powerful. Exponential elements drive word-of-mouth as well as encourage participants to share the experience in online platforms. (Smilansky 2009, 63-65.)

The R stands for reach. Reach is naturally an important factor for campaigns' success. In experiential marketing campaigns, reach can form different ways. Even when an experiential marketing campaign wouldn't reach as many people as traditional marketing, those who are involved with the experience spread the word ahead and share it with others in different platforms, which naturally multiplies the reach of the campaign. Every consumer that personally experiences the marketing campaign will more likely share their experience with seventeen people whom will share it with one or two more. That said there is an initial reach that the marketer should take into consideration as well as word-of-mouth reach and a combined reach of amplification channels. The initial reach comes from the interactions of the live brand experience and is affected by location choices, when word-of-mouth reach is counted by assumption that the participants have shared the experience with others. Combined reach supports the idea that the reach of the campaign is higher if the idea is integrated into multiple platforms and amplification channels. (Smilansky 2009, 65-67.)

4.2.3 Designing tool SET MESSAGE

The tool SET MESSAGE, that focuses more in designing process of experiential marketing campaigns, constructs of situation and background, experiential objectives, target audience, message, experiential strategy, selected locations, systems and measurement, action, gauging effectiveness and evaluation (Smilansky 2009, 74-75). The tool is designed to be used in line with the brainstorming model BETTER. This chapter will focus on describing this designing approach more in-depth.

The SET MESSAGE is a tool that helps the marketers to design experiential marketing campaigns. The tool gives appropriate instructions for the designing process. The first phase of the designing model is situation and background. This phase is focusing on researching brands previous campaigns and circumstances that have led the brand to the situation where it is at that point of time. At this phase, also competitors campaign types and background should be analysed. (Smilansky 2009, 76-78.)

The second phase of the model is experiential objective. It is phase where the objectives for the whole campaign are set. Smilansky guides to choose three objectives for each

campaign. He states that in the objective presentation should be included all relevant information that helps achieving the objectives. This kind of information may be for example what is the objective, what is the brand, who is the target, where the campaign is located and by when the objectives should be met. (Smilansky 2009, 80.)

The third phase is target audience. Setting and understanding a target group is an important phase of design process. That said, the brand may have multiple target groups and therefore, it is essential to identify and understand the differences between every target audiences, and define the wanted target for the campaign. Basic demographics of the consumer like age, sex, location, income, educational level and marital status are easily available for companies, and are answering the basic questions who, where and what. To really understand the target audience, company should analyse the psychographics of the target consumer. These psychographics' are factors like emotions, attitudes, interests and behaviours, and are then answering the questions why and how. Behaviours like work ethics, media consumption, social activities, usage of money are giving more in depth answers to wanted questions. (Joseph 2010, 65-66.) According to Smilansky (2009, 91-92) it is important to analyse target customers lifestyles and aspirations to reach core insights that help to understand when, how, and where to engage the target audience. Knowing the audiences' problems and finding solutions to those is essential when creating a compelling marketing message. Therefore, getting genuine knowledge of target audience, it is merely important to see the customer as an individual rather than as a part of mass. (Hendershot-Hurd 2007, 40-48.) That is why the marketer should create realistic picture of an individual customer, by creating composite customer personas (Hendershot-Hurd 2007, 55-59). This phase emphasizes in-depth research of lifestyles and aspirations of target audience. Target audience is important factor in experiential marketing campaign and the analysis give information that can be used in selecting locations and brand ambassadors. (Smilansky 2009, 111-112)

The fourth phase is message. Message emphasizes that experiential marketing should be able to create rational and emotional messages. These messages are the key communication that the brand has with the consumer. Rational messages are usually product-focused and showing the qualities and features of the product or service, when emotional messages aim to relate with the target consumer in emotional level. This phase pushes to decide which kind of message the campaign spreads out. The message should construct of things that the brand wants the target audience to understand or believe, after figuring out what these factors are it is easier to integrate them into the campaign. (Smilansky 2009, 113-115.)

The fifth phase is experiential strategy. Experiential strategy is mixture of experiential elements that sets the main concept of the campaign, that can be either service, theatre, research, adverts, televised broadcast, entertainment, game, interactive technology, education or set. Experiential strategy lay outs a structure for the main idea, and creates direction for the plan. This phase instructs the marketers to pick two or more experiential elements to be used in the campaign in order for it becoming more interactive. (Smilansky 2009, 127.)

The sixth phase is selected locations and brand ambassadors. In this phase, the location for the campaign and the ambassadors working at the location should be selected. Locations and brand ambassadors play important part in the campaign and they should support the live brand experience. That said, locations should emphasize the target audience and be places where the selected target spends time. To location selection process is effecting he demographics and state-of-mind of location visitors as well as footfall and cost of the location. (Smilansky 2009, 140.) Brand ambassadors are people that are communicating the brand to consumers and they can make or break the experience. Brand ambassadors should be selected to match the target audience and their aspirations as well as to suite to brands objectives. (Smilansky 2009, 153.)

The seventh phase is systems and measurement. This phase of SET MESSAGE focuses on metrics and measuring systems. Metrics and systems illustrate how the set objectives will be met, and are tailored for each campaign. At this phase, the objectives should be listed up and for every objective there should be found a measurement system. (Smilansky 2009, 163-171.)

The eighth phase is action. Action is phase which is focusing on implementation of the campaign. Action is the most important phase of SET MESSAGE, because without successful action phase all other phases have been pointless. The action phase constructs of recipes, budgets, project plans, communication and collaboration plans, suppliers, approvals schedules. (Smilansky 2009, 173.)

The first part of action in the action phase is to create a recipe of the campaign. Recipe is a listed breakdown of happenings of the live brand experience through consumer perspective. Recipe should start with introduction that creates a still image of the plan to readers mind, and continue by numbered list of happenings and actions involved with the live brand experience. The listing allows you to estimate the duration of the experience as well as the amount of possible interactions in the specific day and location. The recipes

final action is to summarize the outcomes of taken actions, and helps to remind why the campaign is created. The recipe helps to find flaws in design or implementation process. The second part of action phase is creating a budget. Budget usually constructs of multiple expenses, that can be categorized under production, staff costs, behind-the-scenes crew costs, face-to-face training and remote training costs, logistics and transport cost, stock control, space hire, staff expenses, the amplification channel costs, management and reporting costs. Detailed payment schedule should be emerged in the budget.

The third part is creating a project plan. The project plan part of action phase should include the work breakdown structure, Gantt chart, critical path analysis, schedules, risk analysis, checklists, external analysis. The fourth part is conducting communication and collaboration plans. Communication and collaboration plans emphasizes that all communications between stakeholders should be planned. This part sets outlines of how the communication occurs and how the information is shared. The fifth part of action phase is to find suppliers. That said, suppliers and third parties are also important in action process. Not any campaign is created without outsourcing some services, and that said it is important to identify the need for suppliers and find couple of suppliers that could provide wanted elements. The sixth part is focusing on approvals schedules. Approvals schedules emphasize that deadlines for needed approvals should be set for a campaign. These approvals are usually logo prints or other elements that are representing the brand and are to be approved by the brands management. (Smilansky 2009, 173-190.)

The ninth phase is gauging effectiveness. It is a phase of design model SET MESSAGE that focus on reacting to unpredictable factors during the live brand experience. Gauging effectiveness compares outputs to targets as well as adapts and reacts to the situation by real-life reporting and change management. By real-life reporting is meant that information for evaluation process is collected real time and the information should flow easily and fast between parties in order of being able to react to different situations in time. During live brand experience things may change and need quick adaption. That is why there should be space for flexibility and plan for change making. Every change made should be controlled and aim to improve the campaign. This phase allows to optimize and get the best results out of the experiential marketing campaign. (Smilansky 2009, 192-199.)

The tenth phase is evaluation. Evaluation is act of measuring and analysing the campaign. In SET MESSAGE, there is two types of evaluation that are evaluating during campaign and the actual evaluation. The actual evaluation is made after the campaign, and it consists usually of completed scorecard, return-of-investment and long-term return-of-investment analysis, a change analysis, visual evidence reviews and an SW+I report

(strengths, weaknesses and insights). The experiential scorecard is a tool for evaluation that measures both quantitative and qualitative metrics and measurement systems. The scorecard should show objective and its measurement system, estimated results, actual results and comments. Information to the estimated results should be realistic and set after researching. Estimations are set before the implementation. (Smilansky 2009, 200-213.)

5 Toolbox for designing experiential marketing campaigns

This toolbox is a collection of several tools that the author of this thesis created after studying the phenomenon of experiential marketing and designing. Tools are created with influence of different theories and tools as well as by data that was collected in interviews and conversations that the author conducted and followed. All the tools are named starting with XM that author uses as shortened version of experiential marketing.

5.1 Tool 1. XM Discovering Pyramid

XM Discovering pyramid (figure 8.) constructs on five levels that are emphasizing on getting to know the brands situation in the market, target groups needs and desires, brands values and personality, message that the brand aims to transmit for the audience and experience types that are answering to question how and what.



Figure 8. XM Discovering pyramid

The lowest level of this pyramid is to discover the situation. Situation phase is to go through company's own situation starting from going through previous campaigns as well as discovering what competitors have done and are doing. By looking for competitor's marketing actions and results may give a competitive advantage in creating your own campaign. The overall situation is to analyze the brand's placement in the market. It is analyzing if the brand is differentiating itself from others and being unique in its markets.

Second level of this pyramid is to discover brand values and personality traits on which to create the campaign. Brand values are factors that the brand considers to be most important when brand's personality is selection of human characteristics such as basic demographics, lifestyles and human personality traits. List up the core values of the company as well as personality traits that portrays the brand best.

Third level of the pyramid is to discover the wanted target audience. This level is to discover who is the best and targeted audience for this specific aim, where to find them as well as what they need, love, aspire or hate. Therefore, to gain this kind of knowledge is needed to conduct a research over the targeted audience. Try to get to know people like your target audience, emphasize on where they visit, how are they communicating with other brands as well as with other people, what are their problems, how would your marketing bond with them. This phase in gathering information to be used in next tools as well.

Fourth level of the pyramid is communication. Communication level is to discover the key messages. At this level, the aim and the wanted message for the target audience needs to be considered. The key message is the factors that the company wants to say or show by some kind of communication to the audience.

The fifth and final level of the XM discovering pyramid is experience. This level is to discover wanted experience types and levels. With experience types is meant different ways to create the experience within the individual consumer. Experiences can be for example sensorial, emotional, intellectual, physical or social. These experience types emphasize on stimulating the target audience's feelings and perceptions and getting the consumer to sense, feel, think, act or relate with the brand or the product that the brand is marketing. (Schmitt 1999, 62-69.) With experience levels is meant the level of activation and connection the experience aims to create with the targeted individual. Experience levels focus on how active the participant is during experiencing the experience and if the experience connects with the target from distance or by taking part physically to the activities that the experience offers. (Pine & Gilmore 1998, 101-102.) Discover different experience types and levels and decide what fits best to the aims of the brand.

5.2 Tool 2. XM Design sheet

This XM Design sheet (figure 9.) is a visual tool that emphasizes on defining objects and the main aim of the campaign as well as figuring out the target audiences wants, needs

desires and their aspirational lifestyles. It also states that brand personality should have an impact on the, interaction, message that together create the main experience as well as to the reaction of the consumer. That said, the experience should be built on the brands personality and to gain specific reactions.

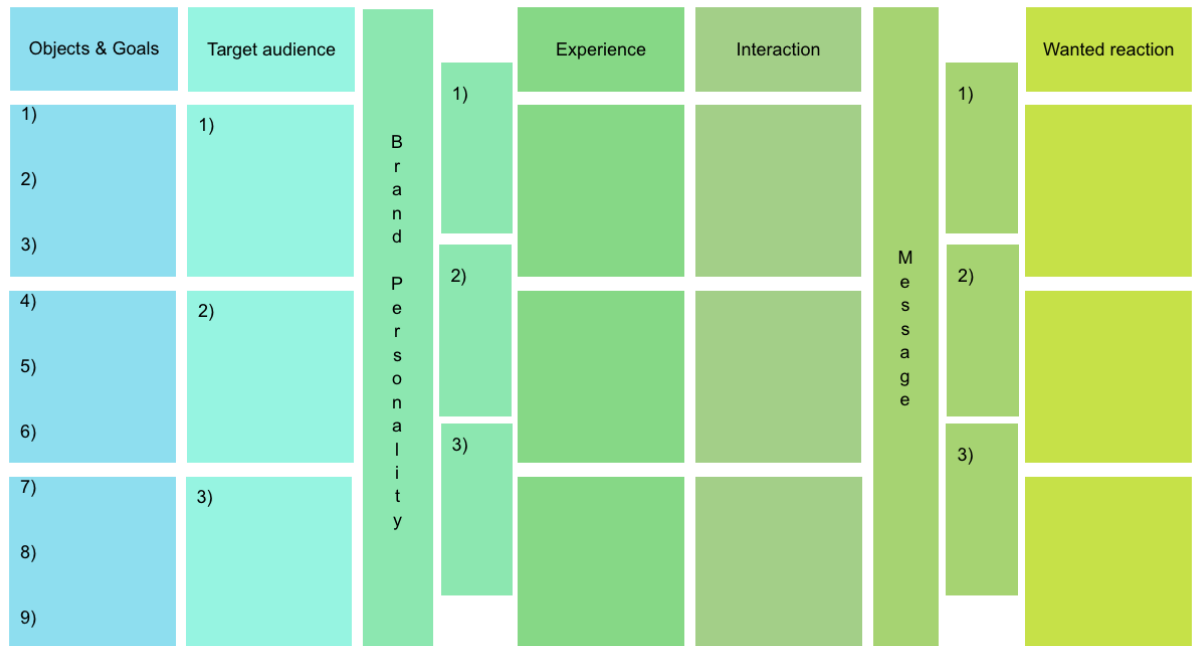


Figure 9. XM Design sheet

Objects and goals are maybe most important aspect in experiential marketing design process because it sets the aim and reason to create campaigns. Objects and goals are unique for each campaign. That said, for each campaign needs to be set own aims and this phase is to list up objects and goals for the campaign. As an example, a company which's new brand is offering organic lemonades can have as objects for their campaign to raise awareness within a specific target audience, to effect on targets perception over the brand, to position the brand in the market as well as to increase sales.

In this XM Design sheet target audience phase is to define and specify target audience by creating sample user personas. Use the data that was gathered target audience phase of XM Discovering pyramid. User personas are as realistic as possible but still created through imagination. This phase requires to create three different user personas because within the target group may be different kind of people. As an example, the above-mentioned lemonade brand could describe their target personas to be like Jane, Jim and Joy.

Example persona 1

Jane is a 25 years old assistant in event industry. She lives with her partner at the downtown of the capital region and they don't have any kids yet. She appreciates organic and local products because she is interested of nature's wellbeing. Jane is active and spends most of her time outdoors with her friends. She doesn't own a car neater a driving license as she likes to walk, cycle or use public transportation to move around. Jane loves to share her day in social media where she has a lifestyle related blog. She usually likes to try new things and tells her opinion to others quite straight forwardly. Jane's regular day starts with heading to the office where she drinks her morning coffee. Jane eats healthy lunch daily in restaurant near by their office. The restaurant of her choice focuses on serving food made from local organic products. At end of working time Jane heads to home where she will meet with her loved one, make fresh healthy dinner and afterwards head to yoga class with her best friend. The yoga class is located in downtown and they usually take a subway to get there. After the yoga session Jane might go straight home or take a visit at her friend's place. When she gets home she will write about her day to her blog and read other people's blogs as well.

Example persona 2

Jim is a 32 years old personal trainer who is married and has a toddler. Their family lives in the centre of capital region as his workplace is situated there as well. As a personal trainer Jim appreciates healthy foods and drinks and is not that comfortable with added sugar, that is shown in his grocery options. Their family is his priority and he loves to spend time with them and their friends. Jim's regular day starts with family breakfast which after he heads to his workplace usually by subway, bus or bike whichever is more convenient at the time. After work, he usually takes his time to get back home by meeting friends, doing grocery shopping or by picking his kid from day-care and spending time together. If he goes straight to home, they as a family will go spend some quality time. At weekends' he usually goes out with his family and friends for a nice quality time, they usually gather around with food and drinks.

Example persona 3

Joy is 19 years old vegetarian. She is from countryside but studies made her move to downtown of capital region. She is living with two other girls who also studies at the local university. Joy works in a café house as a barista for few hours in a week. She appreciates good and healthy food and considers herself as epicure. She is active in her University and isn't afraid to advocate behalf things she likes. She likes to spend time in nature as well as in café shops with friends. Joy's regular day start early in the morning by take-away coffee and breakfast that she will eat on road to the university. She studies five days in a week and usual school day lasts 5-8 hours. During the day, she eats schools

lunch that is not that diverse as she is vegetarian and usually she needs to by snacks to cope till the end of the day. After school day, she ether goes to work for couple hours or goes to home to relax or to study. At evenings, she usually browses events and new things to try out in generally at internet and social media platforms. In weekends Joy takes part in many events that she has found as well spends time with her friends. Among her friends she is the decision maker of the activities they will together participate in and a kind of pioneer in addition to trying out new things. For example, some of her friends have turned into being vegetarians' as she recommended and showed them how good and healthy life can be without meat products.

The third phase of this tool is to define brand personality. As brand personality should be the main affecter to the experiential marketing campaign. It is working as an inspiration for experiential elements that aim to bring it to life. Brand personality is affected by values that are describing what the brand is about, and is constructed of human characteristics like basic demographics, lifestyles and human personality traits. The brand personality may be affected by product related and non-product related characteristics. (Aaker 2010.) This phase of the XM Design sheet is to list up three traits that are best to describe the marketed brand. For an example, the lemonade brand considers themselves as down-on-earth, fun and bubbly. As the brand values nature wellbeing, their products are organic and they aim to use local raw materials when possible to flavour lemonades. They are also trying to create fun and new flavour combinations as well as to be the fun and healthy opinion for regular sweet drinks. The company avoids adding too much sugar to their products in order the products being healthier than other lemonades on market. They consider themselves as bubbly for using fresh ingredients' and being young and lively. As said the brand personality is the main affecter to the experiential marketing campaign. The main idea should bring the brand personality to life and for the audience to get touched by. The coming phases emphasizes on the main idea of the campaign.

The fourth phase in the XM Design sheet is to define the experience. Experiences are outcomes of staged events that aim to affect participants feelings and perceptions. The live brand experience should be core of the expereintial marketing campaign. Experiences have different types an are connecting and participaiting consumers differently. This phase emphasizes on defining what kind of experience is created for the marketing campaign and what are the aimed experience types and levels. As an example, the lemonade brand wants to raise awareness and considers themselves down-on-earth, fun and bubbly they want to create and live brand experience that gets the audience to sense and to relate with the brand. They also want to offer an experience that activates the consumer while the consumer is immersing to the surrounds. Their main idea is built on

these factors when their main idea combines giving out samplers and creating a picnic in the city centre where consumers can either hang out or take part on fun activities where they can win different prizes.

Interaction phase defines the ways to connect and interact with consumer. It is about how to interact with the target audience as well as which kind of connection is aimed to create with the audience and how much control is given for the consumer over the experience. Connection can be either emotional, educational, surprise based, intercept based, influencer focused, trial based, incentive based or movement based (Hanover & Smith 2016).

As an example of interaction, the lemonade brand interacts with consumer by giving out samplers and offering them information about the brand and its products as well as by asking for audience to post new ideas through social media platforms. The campaign also aims to activate the consumers by different type fun activities. Their campaign aims to connect by emotional, incentive, educational as well as trial based ways. They consider that some people are connecting emotionally by spending nice time or by incentive way while taking part of activities when some may connect with only testing the products and the rest by learning about the brand and its ways of producing lemonade by healthier ways. They consider that the control over the experience itself is mostly in the hand of the audience, by having the opinions to choose to participate to the campaigns different parts either online or at the stage. That said, the brand emphasizes that the consumer may itself decide how actively they participate and what is the connection they perceive and as a result what kind of experience is generated within the audience.

The sixth phase of this XM Design sheet is message. Message phase is to define the message that the campaign is trying to say as well as to define campaigns key communications. The message should construct of things that the brand wants the target audience to understand or believe, after figuring out what these factors are it is easier to integrate them into the campaign (Smilansky 2009, 115). As an example of message, the lemonade brand aims to convince that their products are healthier opinion as well as better for the nature. They aim to communicate the message through the live brand experience where is also generated content for social media platforms. Through social media the campaign aims to communicate interactively with consumers who did not participate to the live brand experience but also with them who did.

The seventh and last phase of XM Design sheet is to define wanted reaction. Wanted reaction describes what is the wanted reaction and the steps that the target takes after being influenced by the campaign. For an example, the lemonade brand wants consumers

to try and consume their products as a first opinion as well to share their appreciation of healthier lifestyles and ecological actions.

5.3 Tool 3. XM Development star

The XM Development star (figure 10.) is a tool which emphasizes that the experience itself is the core of the experiential campaign and other factors are to support and create the experience. This tool is to develop the main idea and its supporting elements to the point that it would be ready to be delivered.

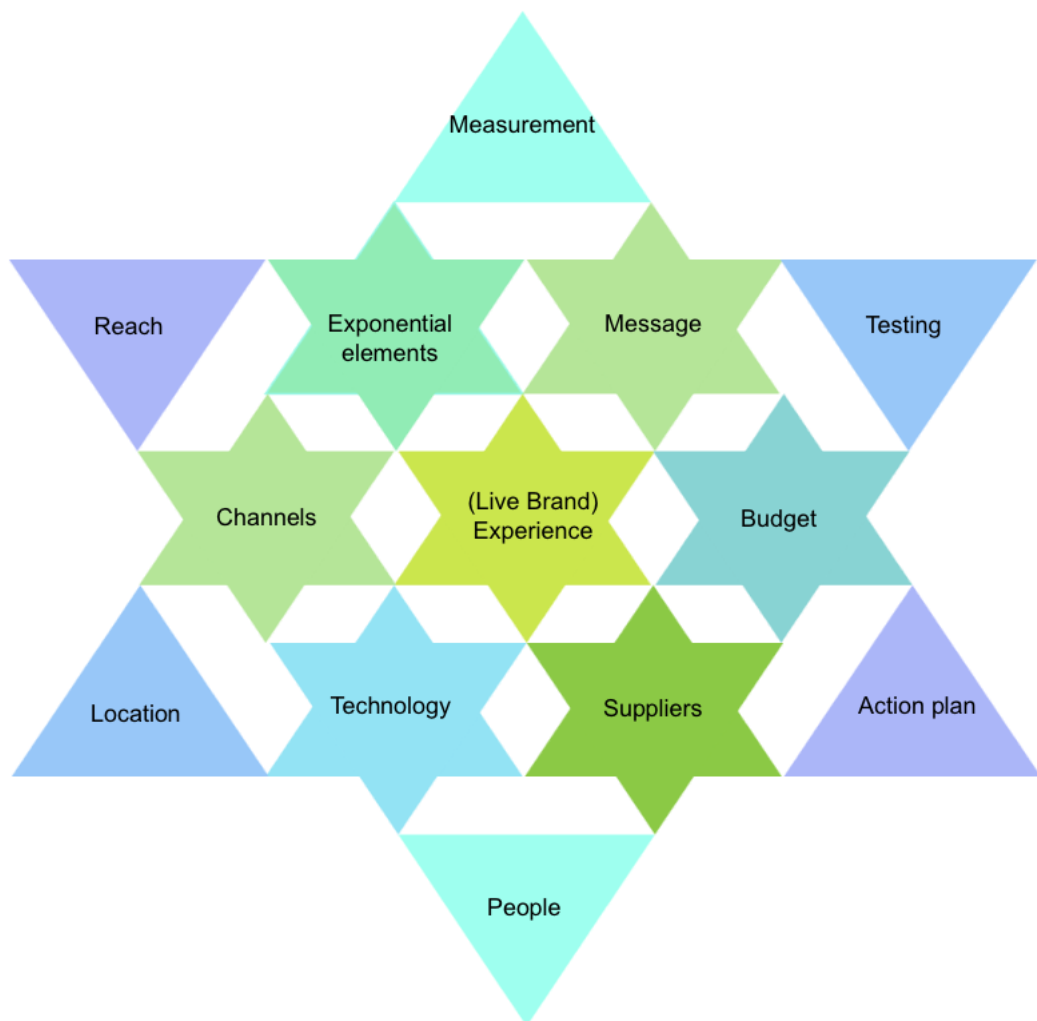


Figure 10. XM Development star

Every small star or part of the star have its own purpose as part of the larger whole. For every separate phase, there should be listed and utilized action concepts to support the aim of delivering the campaign.

As experience is the core and outcome of the activity it is the centre of the development star. This phase is to specify the live brand experience that is core of the campaign and creates the experience. The live brand experience includes experiential elements that support the live brand experience. The experiential elements are factors, that emphasizes on the experience creation of the staged event, such as games, theatre, sampling and publicity stunts. This phase is to describe the main idea of the campaign.

Exponential elements are supporting elements that aim to encourage target audience to share their experiences with others. According to Smilansky (2009, 63-65) exponential elements drive word-of-mouth as well as encourage participants to share the experience in online platforms. This part is to describe the exponential elements used for the campaign.

Channels and platforms are to describe the platforms that is used in the campaign, for example online platforms such as websites, social media sites and radio commercials or offline platforms such as fliers, billboards etc. This part is to describe channels and platforms that the campaigns include and what is done in every platform.

Technology emphasizes interactive technology used in the campaign. Interactive technology such as VR, AR, billboards are usually used in experiential marketing campaigns. As the technology evolves all the time the interactive technology allows to do lots of different things. This technology part of the development tool is to describe interactive technologies used for the campaign as well the way interactive technologies should work and who is responsible of making it happen.

Location is important part of live brand experience as it is the place where to interact. The location should be set after conducting in-depth analysis of target audience. The analysis and according to it made personas should show where the target audience spends time and where to reach them best. This phase is to choose the location for the campaign, to describe the chosen location and its settings as well as to reasoning the location and setting choices.

Reach emphasize on initial reach, word of mouth reach and online reach. The reach is all about the amount of people who sees and feels the campaign, as well as how many people they tell about it and how many people sees, likes, comments on or shares the content in social media platforms. Reach phase is to define the aimed reach and the way the reach is followed and counted and managed.

Suppliers are other material, product or service providers whose offerings are involved in the campaign somehow. No campaign can be done without any help from others. Therefore, it is important to have listed up suppliers, their supplies and things that have been agreed.

People emphasize on people that are in contact of creating the campaign such as production staff, ambassadors who work on the premises as well as advocate who are consumer type who are speaking behalf of the brand. People are important part of experiential campaign as experiential campaigns are about two-way interaction. This part of the tool is to describe all people who are involved in the campaign as well as their responsibilities over the campaign and how they are briefed to their tasks.

Messages emphasize on key communications of the campaign. Messages can be verbal and rational. This phase is to set the key message - what the brand wants to say for the target audience with its campaign as well it describes how the message is communicated whether and how it is told or showed. It is important to list up the way the message is told and which factors are to support it.

Budget is all about the cost of the campaign. For a campaign, there needs to be an approximate budget that is applied from the beginning as well as the specified budget that in concrete and separates every single cost. Approximate budgets are to approximate the sums that can be used in different sections of the campaign when the specified budget is to show real and specified distribution of costs.

Action plans are referring to charts, risk- and external analyses and blueprints of the campaign. Charts are referring to charts that help on designing and delivering the product like for example Gantt chart which emphasizes on organizing items and division of work against a timeframe. Risk- and external analyses are important for every event as well as for every campaign. Risk analysis helps to prevent and minimize risks. The risk analysis lists up risks, their likelihood and impact as well as a way to manage them. With the external analysis is meant analysis that emphasizes on situations that companies are not in charge of such as economics, legal issues, environmental aspect and political issues. As example, PESTEL analysis is effective way to conduct external analysis that is to figure out aspects that may create problem with the campaign. Blueprints are breakdowns of the campaigns actions. Blueprints shows physical evidences and audiences actions in the event. The blueprint should show producers' actions both visible onstage actions and backstage actions that the consumer cannot see. The blueprint also shows all supporting elements of the campaign has. That said, this phase of the XM development star is to

create action plan that works for one's campaign and helps to manage risks and small actions within the big picture.

Testing or prototyping emphasize on trying out the idea before executing it wholly. Testing or prototyping can be good way to see if the idea works and seems interesting in the eyes of target audience. The idea can be prototyped so many different ways. This part of the tool is to describe how the campaign is tested or prototyped.

Measurement phase is to measure and evaluate objects and goals. Measurement process starts with defining objects continues with setting metrics, collecting data and by evaluating it and end by analyzing the overall campaign. The measurement process need to be planned before implementing the campaign. The next tool that the author of this thesis created the XM Evaluation goes more in depth to this evaluation and measurement process. This is to help define how to evaluate the campaign.

5.4 Tool 4. XM Evaluation

XM Evaluation (figure 11.) is tool that emphasizes on evaluating and analyzing the experiential marketing campaign. The tool points out that overall evaluation is about setting objectives, defining metrics, collecting data, evaluating the results and analyzing the overall campaign.



Figure 11. XM Evaluation tool

Objects are goals and aims of the campaign. This part of the XM Evaluation tool is to list down all objects of the experiential marketing campaign. Again, as an example, the above-mentioned lemonade brand is offering organic lemonades can have as objects for their campaign to raise awareness within a specific target audience, to effect on targets perception over the brand, to position the brand in the market as well as to increase sales.

Metrics are the next phase of XM evaluation tool. Metrics are the measurement system of objects. That said, they are factors that shows how to measure the aims. In this phase is important to define how every object will be measured. As an example, the lemonade brands first object was to raise awareness and it is measured by counting the reach of the campaign that includes the social media mentions, shares, likes as well as interactions made in the live event as well as by counting the number of distributed samplers. Their second object was to effect on targets perception over the brand which can measured for example by conducting interviews and questionnaires on site and after the event. Third of their objects was to position the brand in the market as they are a new brand and offering different kind of lemonades than those market leaders in lemonade markets they aim to situate their brand there where others are not by being differentiators. They are measuring this object by asking their consumers on spot and afterwards if they would consider consuming their products over other lemonade brands products. As their fourth object for the campaign was to increase sales they will measure financial factors such as return-of-investment, long-term return-of-investment, profits after certain timeframe and measure if the campaign had impact on revenue.

Data collection is phase where the data is collected. Data collection should follow the plan of metrics. As an example, the above-mentioned lemonade brand will collect the data of their campaign according to plan they did while planning the metrics and beyond to it. The data that shows the reach of the campaign is collected on sight by counting the samplers distributed, interactions made, prizes that were given away of the activities as well as post the event by counting social media interactions that were generated because of the campaign. Their metrics also emphasized asking the information straightforwardly from customers themselves on site as well after the event in social media. On site data collection refers to asking questions on site of the live event such as how the audience sees the brand, what kind of feelings the brand awakes within the audience, what is the possibility to audience to prefer the brands products over other brands and would they consume and recommend brands products to friends. These questions can be asked also after the event if at the event is collected data that allows the company to take contact or trough open questions in social media. The data that shows financial metrics is collected by following revenue, profits and costs and by counting the ROI and LROI.

Evaluation is basically evaluating the data collected and measuring if it gave answers to the asked questions. Evaluation process may start already before the campaign by evaluating audiences' knowledge and perception over the brand which is compared over the data that was collected during and after the event. As an example, the lemonade brand needs to go through data they collected and evaluate whether it answers to right questions and layouts wanted outcomes. Therefore, they should evaluate if the data collected for example from interviews and questionnaires gave answers to the questions that asked if the campaign effected on targets perception over the brand and if it was able to position and differentiate the brand from others in the eyes of the audience.

Analyzing is phase where the overall analyzing of the campaign is made. It is analyzing if objects of the campaign were met and how successful the campaign was.

6 Discussion

This chapter is to discuss trustworthiness, relevance and possible fails of this thesis. These factors are to show how reliable this thesis is. This chapter will also discuss about authors learning process during the thesis writing process.

This thesis was to combine theories of experiences, experiential marketing and process of designing experiential marketing campaigns to theoretical background for a toolbox that aims to help people in designing experiential marketing campaigns. The author combined academic writings and data collected from semi-structured interviews as theoretical background to support the product that this thesis aimed to create.

6.1 Trustworthiness

Trustworthiness includes validity, reliability and objectivity. Validity answers to if the data collected and variables used were accurately representing the phenomena's and their characteristics. Reliability answers to if the product or research results may be duplicated at later date, when objectivity refers to if the author viewed to product or phenomena of the research as objective. (Veal & Burton 2014, 44.)

As author conducted interviews that were to support the academic writings gathered, she focused on getting qualitative data related to the phenomena of experiential marketing. The interviews as the data gathered from the academic writings were professional and meets with the aim of the author. Therefore, could be stated that the thesis with its theoretical background is valid. The product that the theoretical background was to support, was also influenced by conversations that the author started and followed and unfortunately wasn't able to refer to them in her work. Consequently, the product may have parts which's validity is compromised. That said, the author of this thesis also asked an open-ended question in LinkedIn that referred to important aspects in the design process of experiential marketing campaigns. The author wasn't able to use the material in the theoretical background because the author of this thesis failed to save the address to the discussion before it was too late and the platform where the discussion took part was deleted.

Reliability refers to if the research that was conducted to support the theoretical background of product could be duplicated on later date. The author of this thesis considers that if similar interviews would be conducted on later day the results would be similar that the results gathered by the author. The author of this thesis truly believes that

if similar interviews would be conducted with bigger number of attendants, the data would give similar but more in-depth results and understanding over the phenomena.

Objectivity instead refers to viewing the research or product as an object. As the author of this thesis is not yet working on the field of experiential marketing the objectivity of the thesis and product was easily obtained. The author of this thesis is truly interested of the phenomena and to obtain objectivity she doesn't rely on her own knowledge of the field but has studied different perspectives of the area and conducted interviews to support the academic writings.

6.2 Relevance

Relevance is being useful and relevant. If product isn't relevant or useful to anyone it is considered as unnecessary. That said, if the product or project is unnecessary and-irrelevant there is no point of creating it.

The author of this thesis considers that this thesis would be relevant for the industry, because experiential marketing is fast growing phenomenon among all sized brands and companies. Even though this thesis might be relevant for people who want to design experiential marketing campaigns it cannot be considered as necessity. This occurs because there are plenty marketing agencies that focus exclusively on providing designing and execution services for experiential marketing campaigns. Still, this thesis would be usable for those who don't want to use those marketing agencies or are willing to familiarize with the subject and aim to create at least the idea for the campaign by themselves. That said, this thesis is relevant for those who are just discovering their marketing methods and aren't yet using marketing agencies to apply their campaigns, or for people who are willing to offer their own ideas for these marketing agencies to work with.

6.3 Fails

Fails are factors that could influence negatively to the trustworthiness and relevance of this thesis. These possible fails are to show that the author of this thesis understands that in other circumstances the author would have gained deeper and more productive understanding over the phenomenon.

As a possible fails in the thesis might be the fact that the author of the thesis doesn't have own practical experience of the field and relies on theories and information shared by other authors. As a fail might also be considered the fact that the data collected in

interviews was superficial as every marketing organization and agency has their own procedures and conduct habits and are not allowed to share them with people outside their organization.

Also as a possible fail could be said to be the fact that the product itself was influenced by conversations that the author started and followed and wasn't able to use or refer to them in her work. This part comes visible when the validity of this thesis was discussed.

6.4 Learning process

The thesis process started on May 2017 when the topic for the thesis was chosen. First plan was to work intensively with the thesis through the summer 2017. During the summer time, it was hard to find appropriate sources to the theoretical background because Haaga-Helia's libraries were closed and also it became hard to contact with the thesis instructor as it was holiday season. Therefore, the thesis project process postponed.

During the summertime, the author of this thesis had written parts of the theoretical background but most of the research took place from August – December. In this timeframe author was assigned with two new thesis instructors whom with the first feedback and idea meeting happened. This meeting gave clarity to the thesis process. At November, the author of this thesis conducted interviews to support academic writings in the theoretical background of this thesis. In beginning of 2018 the author of this thesis collected ideas to the product that the thesis aimed to create. The toolbox for creating experiential marketing campaigns was created by influence of the theoretical background, interview results, discussions as well by every video or case of experiential marketing the author have ever seen. In April 2018, the thesis was presented and the conclusion as well as last modifications were set to be made.

The amount of learning during this thesis process was exceptional. The author of this thesis has gained lot of understanding and knowledge concerning discussed phenomena. The author of this thesis believes that she will benefit for this thesis process in her professional future. That said, the process taught a lot from small things like finding and marking appropriate sources to bigger things such as how to design not only experiential marketing campaigns but different processes in general.

During this thesis process the author had to familiarise with many book and articles concerning the topics that were discussed in the theoretical background. The author tried to learn as much as possible from these phenomena and to obtain critical and objective

while the process. In beginning of the thesis process the author had only theoretical experience over the phenomenon of experiences and experiences as marketing tactic because of her Bachelor degrees specialization line was Experience management in Haaga-Helia University of Applied Sciences. The author of this thesis chose the topic because her own interest over the topic and the topic's relevance to her future plans. This process was an intensive and productive learning process that gave deeper knowledge over the topics.

As the writing process of this thesis stretched from the first plan, there weren't set any new deadlines for the thesis. This is why the process stretched more and more. The author of this thesis acknowledges that if there had been set proper and realistic deadlines the thesis would have been made in less time. During the writing process, there was days and weeks when the author of this thesis couldn't get idea to float and needed to get feedback to get going. This was hard because when there were weeks or even days the author couldn't work with the thesis, next time she got back to the thesis she had to take time to memorise the situation. Writing the theoretical background was the most time-consuming phase of this thesis. As the theoretical background combines different academic writings from multiple sources, getting all paragraphs to flow naturally was the hardest part of this thesis.

7 Conclusion

This chapter aims to summarise topics within this thesis. The conclusion aims to conclude both the theoretical background as well as the toolbox.

Experiences are outcomes of staged event's that create feelings and are effecting to individual's perceptions through different type of stimulation. The staged event is the key of producing specific type of experiences within group of individual targets. That said, the experience is never exactly same with two different persons as it is phenomenon that happens within oneself. Powerful experiences are more memorable and more meaningful than others. Therefore, to create powerful and memorable experience within the individual target there is needed to immerse the consumer with the staged event as well as to affect the consumer with sensorial, intellectual, emotional, physical and/or social stimulation.

Experiential marketing is continuously developing marketing tactic that uses experiences in its core and is also personal and effective because it creates long lasting memories. Creating experiences within and for target audience is more effective way to create long lasting relationships. This is why experiences have become popular also as marketing method. In core of experiential marketing campaigns there should always be brand supportive and interactive staged event that creates experiences within the target audience. Campaigns are made by using different tactics and methods to engage with the target audience. These tactics and methods can be anything that brings to live the brand personality, engages and interacts with target audience while fulfilling commercial goals of the company or the brand.

The designing process of experiential marketing campaigns is creative process where the aim is set, plan for meeting the goals is defined, items to support the delivering are planned and evaluating methods are set. The idea of experiential marketing campaigns constructs on objects, target audience, messages and the experience that the campaign aims to create when context lies on setting the location and time for campaigns delivery (figure 12.).

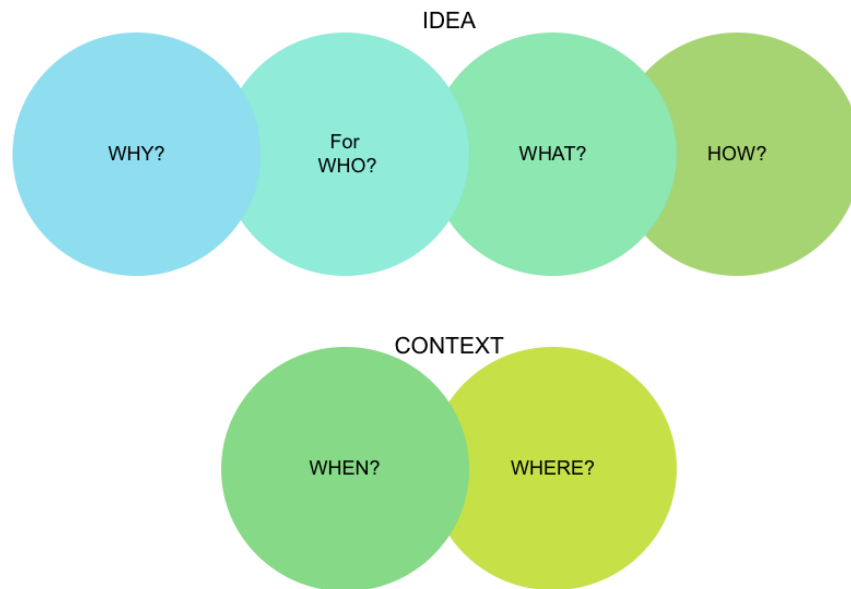


Figure 12. Idea and context creation of experiential marketing campaigns

This thesis was to create a toolbox that helps to design experiential marketing campaigns. Because the theoretical background of this thesis is combining multiple academic writings considering topics of experiences, experiential marketing and designing and interviews that focused on defining experiential marketing and find answers to question 'how to design experiential marketing campaigns?' the toolbox combines multiple perspectives into four tools. The toolbox that the author created constructs from XM Discovering pyramid, XM Design sheet, XM Development star and from XM Evaluation tool.

XM Discovering pyramid aims to discover situation, brand values and personality, target audiences wants and needs, message and an experience type that should give rough idea on what is wanted to create. The reason behind XM Discovering pyramid is to literally to discover the field and different possibilities. XM Design sheet is to further define objects and goals of the campaign, target audience, brand personality, experience, interaction, message and the impact of the campaign. The reason behind XM Design sheet is to describe the main aspects of an experiential marketing campaign. XM Development star emphasize on discovering supporting elements for the campaign which's core is created of live brand experience and XM Evaluation is to define the evaluation process. By utilizing these XM tools are planning, development of experiential marketing campaigns made easier to the reader of his thesis.

As a summary, the idea of experiential marketing campaigns constructs on setting objects, defining target audiences wants, needs, aspirations and daily routines, defining messages that the campaign aims to communicate and the way of telling or showing them, developing experience over the product, defining the way the brand will interact with

audience, describing the wanted impact of the messages, interactions and the campaign as a whole, defining the supporting elements which are to help in delivering the campaign as well as on defining how to evaluate the success of the campaign. Therefore, the tools that the author introduced in this thesis are useful for designing experiential marketing campaigns as well as to lay out the structure for campaigns delivery.

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Appendices

Appendix 1. Interview frame

I'm a Bachelor degree programme in Hospitality, Tourism and Experience Management student from Haaga-Helia University of Applied Sciences. I'm writing a thesis about experiential marketing.

To back up theories in my thesis, I'm researching the field and pursuing to clarify how an experiential marketing campaigns are designed. I want to find the answer to the main question of how to design an experiential marketing campaign.

This interview will be recorded and the recordings will be used only by us for the thesis research purposes. We would like to ask for your consent to record the interview and to use your name in the thesis.

To get accurate information about the industry, I would like you to answer these questions according to your own experience.

Questions:

Occupation and experience:

- What is your experience in the experiential marketing industry? Mikä on kokemuksesi kokemuksellisen markkinoinnin parissa?
- What is your current job description? Mikä on tämän hetkinen työnkuvasi?

Definitions:

- What is experiential marketing? Mitä kokemuksellinen markkinointi sinusta on?
- Why experiential marketing campaigns are organized? Miksi kokemuksellisia markkinointi kampanjoita tuotetaan?

Designing:

- What are the phases of experiential marketing design process? Mitä vaiheita kokemuksellisen markkinointi kampanjan design prosessissa on?
- What kind of tools is used during the different phases? Millaisia "työkaluja" käytetään prosessin eri vaiheissa?
- Which are most important aspects in the designing process? Mitkä ovat design

prosessin tärkeimmät vaiheet?

Measuring:

- How experiential marketing campaigns are analysed? Miten analysoitte/mittaatte kokemuksellisia markkinointi kampanjoita?
- When experiential marketing campaign can be considered as successful? Milloin kokemuksellinen markkinointi kampanja on mielestäsi onnistunut?

Risks:

- What are the risks when designing and executing experiential marketing campaigns? Mitkä ovat riskit kokemuksellisten markkinointi kampanjoiden suunnittelu/toteutus prosessissa?

Thank you for your participation!