

Ice event for KalPa family

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<p>Ice event for KalPa family project in Kuopio started in Oct. 2012 with a request from KalPa Hockey Oy. The ice event was organized in season 2011-2012 for the first time and KalPa wanted to continue the tradition for season 2012-2013.</p> <p>The main objective of the event was to establish KalPa's communality brand by utilizing event marketing and user-oriented design. KalPa also wanted the event to develop and see improvement in effectiveness of planning, event activities, and communication between the members of the organizing team and all the stakeholders. The target amount of attendees was 2000.</p> <p>The event was fairly successful in establishing the brand. Planning and communication between the organizing team and the stakeholders improved. Development of event activities was only partly successful, because activities on ice and two of the new activities did not work in a desirable manner. The event attracted 1500 people.</p> <p>Well implemented liaison with volunteers and stakeholders probably affected positively to the overall atmosphere of the event. Attendees that valued the community involvement, most likely had more positive image of KalPa's brand. Communication improved likely because the event manager worked inside of the organization, communication happened in time, and instructions were clearer. Planning was enhanced due to more detailed agenda, more comprehensive task allocation, and better documentation. The one in charge of the ice activities did not take responsibility and the instructions were not prepared for the job. KalPa news quiz did not appeal attractive enough and the space for skill track with mini sticks was inadequate. Overlapping event, low-budget marketing and limited event theme could have affected negatively the amount of attendees.</p>	
<p>Keywords Event management, event marketing, user-oriented, communality, branding</p>	

Table of contents

1	Introduction.....	1
2	Event management.....	3
2.1	Event management basics for family events.....	3
2.1.1	Organizing team.....	4
2.1.2	Agenda and date setting.....	4
2.1.3	Event promotion.....	5
2.1.4	Logistics.....	6
2.1.5	Licenses and safety.....	6
3	Event development.....	7
3.1	User-oriented design through user data.....	8
4	Marketing communality as a brand.....	10
4.1	Characteristics of community events.....	10
4.2	Branding.....	10
4.3	Marketing with an event.....	11
4.4	KalPa-family.....	13
4.5	Community engagement and KalPa.....	13
5	Ice event for KalPa-family.....	15
5.1	Orientation and defining the objective.....	15
5.2	Strategy plan and organizing team.....	16
5.3	Event planning through liaison with the stakeholders.....	16
5.4	Promotion and marketing.....	19
5.5	Logistics.....	20
6	Results.....	23
6.1	Feedback from the KalPa players.....	24
6.2	Final conclusion.....	24
7	Discussion.....	25
7.1	Examination of the results.....	25
7.2	Suggestions for the future development.....	27
7.3	Self-evaluation.....	28
	References.....	30

Attachments.....	34
Attachment 1.....	34
Attachment 2.....	37
Attachment 3.....	38

1 Introduction

Sport clubs nowadays are much more than just about sports. Many clubs partake in fund raisings, organize leisure events, educate and cooperate with other businesses and industries. Successful organizations, such as sport clubs, show community involvement to be socially responsible and maintain desirable image. Sporting events of an organization that involves community are seen more attractive than the ones that do not involve community. Hence, marketing the brand through communality events is a perfect way to slip the message of an organization right in to consumers. Event marketing is a fairly new concept that is constantly growing because it's several benefits. Organizations are able to distinguish themselves from the competitors and interact with possible consumers with a personal feel.

People seek experiences that are beyond everyday life. Being entertained by having social and memorable experience drives people to take part in events. Family events are an easy and fun way to spend time with the whole family. Family events offer pre-set activities for a few hours, which is often convenient to the parents. The demand for family events is considerable higher than the supply. The challenge in family events in many occasions is the ability of families to find time together. Event production always starts with defining the objective regardless of the amount of times the event has been produced before. Well planned event will be most likely successful. User-oriented design has proven to be an effective way to meet consumer expectations and hopes. Increasingly used user-oriented design is perceived as a helpful tool also in event planning.

This event production project was done within the sport club KalPa Hockey Oy in Kuopio. Ice event for KalPa family is one of the many community involving sporting events that KalPa annually organizes. Special about this particular event was that it was organized only once before in 2011 and the event managers were not working inside of the organization. KalPa hoped that the event manager would be part of the organization in the future to enhance the communication between the organizing team and possible stakeholders. KalPa also wanted the event to develop and see some

improvement in the planning effectiveness and event activities. The main objective of the event itself was to establish KalPa's brand as a community involving sport club by using event marketing methods. The purpose was to bring the identity and values of the organization forward. Ice event was non-profitable, which enabled participation of as many families as possible. The target amount of attendees was 2000 people. To reach the set goals and best possible result, user-oriented design was utilized in all the event production processes.

The report starts with the basics of event management. Events are a complex combination of several different tasks that are time bound and tied to a program. Event management requires special qualities from organizing abilities to leadership skills. After explaining the basic elements of event management, the report goes through more deeply the essential factors affecting event development such as the ambition to change and user-oriented design. Marketing communality as a brand discusses about a modern concept, event marketing. One of the most common goals of event marketing is to establish the brand and make the branded products more attractive to the consumers. Last but not least community engagement is introduced as a part of a brand and as a tool to make an organization stronger within the community.

2 Event management

Event can be defined as once or repeatedly organized gathering or an occasion which is time bound and tied to a program (Kainulainen 2005, 67). Events may be divided in eight main categories: religious, cultural, sporting, corporate, musical, personal/private, political/governmental, and commercial/business. Modern events can range from smaller-scale community events to major supporting events depending on the scale, complexity and the amount of stakeholders involved. Small events usually have clear objectives and a few stakeholders where massive events have more complex objectives and many stakeholders. (Raj, Walters & Rashid 2009, 2-3.)

2.1 Event management basics for family events

For almost all kinds of events, the basic framework will be the same. Once one successful event has been created, many of the same already learned skills can be used next time for a totally different event. Event planning starts often with defining the objective, which should be specific, measurable and realistic in terms of attainability and the schedule. (Minkin 2001, 5, 7.) Objective is based on the target group of the event. For example, family events are organized by focusing on children without forgetting the parents. The purpose of a family event is to provide suitable and fun activities and togetherness for the children. (Wihinen 2010, 4.) Event management basics (Minkin 2001, 9) include:

1. building the group of organizers
2. creating the agenda and date setting
3. determining the budget
4. event promotion
5. logistics
6. permits and safety

2.1.1 Organizing team

Group of organizers support the goals of the event and they take part in the planning process and execution as a team. Appropriate organizing team works well together, supports the main organizers, and completes the given tasks. Most organizing teams have regular meetings for exchanging ideas, discussing the issues at hand, and for gaining insight and energy from the team members. A coordinator usually facilitates the meetings and coordinates the tasks that other team members are designated to do. (Minkin 2001, 11.) The type of event may also demand particular approach from the organizers; e.g. enthusiastic approach to create friendly and fun atmosphere in family events (Wihinen 2010, 4). Decisions considering the event are made within the team, so decision-making and communication processes would be required to value and consider everyone's input (Minkin 2001, 12). It is important to make agreement with the organizers about their responsibilities before and after the event. The amount of organizers and or volunteers depends on the nature of the event. Having too much labor rather than not enough is always better. If the event includes several activities in different locations, every location should have at least one responsible person. To share responsibility, it is recommended so ask partners aboard as a part of the event management. (Wihinen 2010, 14.)

2.1.2 Agenda and date setting

Before setting a date for an event, it is important to find out if there are any other events that overlap, because they might influence the amount of visitors (Rahkola, Rantama & Rääkkönen 2004, 4). It is also good to know about possible holiday seasons surrounding the chosen date. For family events, weekends are usually the best option because it is the easiest way to achieve the target group and families have more likely time to attend events. (Wihinen 2010, 4.) Besides setting the date, picking suitable time of day and duration for the event is necessary. The convenience of the target audience to arrive has to be taken into consideration when choosing the start time. (Minkin 2001, 16.) Children get bored easily and are unable to concentrate for long periods of time, so the duration of a family event should not be too long (Wihinen 2010, 5).

Allocating time during the event is one of the important elements of the planning process. There should be enough time for all stages and possible transits of the event. (Minkin 2001, 14-15.) The selection of activities has a major role in successful family event. Children of different ages should be considered when planning and implementing activities; the rule of thumb could be that the event has something for everybody. (Wihinen 2010, 5-6.) Also the structure of the event should be thought carefully through to keep it interesting and flowing. In most cases, outsider facilitators are required to run the event as well as the members of the organizing team. Depending on the nature of the event, there will be considerable variety of facilitation at the event. (Minkin 2001, 15.)

2.1.3 Event promotion

To attract participants a marketing plan for the event is required. Ways to market the event are invitations, publicizing and announcing the event during other events. Publications, such as press advertisement, posters, flyers etc. should include the following:

- Title of the event
- Location
- Time
- Entrance fee
- Contact information.

In addition, a short description about the event would be appropriate to demonstrate that the event is newsworthy. (Minkin 2001, 24-25, 27.) Getting to the point with only a few sentences and including a picture are good ways to keep the press advertisement clear and attractive (Raninen & Rautio 2003, 123). It is recommended to start publicizing and marketing well in advance before the event by aiming the information straight to the target group. Publicizing also covers internal communication, so the organizing team should constantly be kept up to date. (Seppänen 2005, 46.) The event location itself requires some information distribution. Signposts and handbills are good ways to inform attendees during the event. (Wihinen 2010, 8.)

2.1.4 Logistics

Logistics cover every detail to make events happen. Organizing team is responsible for the logistical tasks. It is smart to document the event by using a checklist based on the following logistic categories:

- Agenda and venue
- Speakers and facilitators
- Props and materials
- Refreshments

From the logistical perspective, agenda is how the event looks after breaking down according to time. Agenda includes not only the information of where the participants will be and when, but also who is responsible for each section of the agenda.

Venue answers the basic questions about location and duration of the event. It defines who will set up and clean up the activity props. Props, such as games, markers, and signposts, are naturally the tools to run the activity locations. In turn, materials in this case signify the written instructions for the organizing team, security stewards and speakers. The logistics for the refreshments might include e.g. ordering the food, arranging the food pick-up and delivery, and organizing the set-up and clean-up of the food. (Minkin 2001, 30, 33.)

2.1.5 Licenses and safety

There is variety of licenses that has to be taken care of in advance. The most important is a written notice of public event to local police, which has to be submitted at least five days before the event (poliisi, 2013). Additional licenses will be necessary, if the event includes e.g. music or foods. To ensure safety, a fire safety plan should be attached to the notice of public event. (Wihinen 2010, 9) Also sufficient amount of security stewards will be required based on the estimated amount of event attendees (Opetusministeriön työryhmä. 2000, 16).

3 Event development

Aiming invariably to change is in common to all the development processes.

Functioning is driven by ambition – a thought about something that gives added value to the organization or a business. The basis arises either from an emerging problem or the need for change, or alternatively from a future vision. (Ojasalo, Moilanen & Ritalahti 2009, 12-14.) Events that would like to develop should learn from planning of a new event in the development process (Iso-Aho & Kinnunen 2011, 37).

The first task would be to set goals. By determining the things and parts of an event that are essential to develop, the event manager commits to develop the event itself. The actual developing process starts from mapping the basic event information such as purpose of the event, target group and their needs, agenda, organizing team etc. After clarifying the starting point of the event to be developed, it is possible to evaluate the quality of organization's functions. The quality is defined by organization's ability to succeed in the event production relative to the event's objectives. An event consists of several production sections, which affect on the quality of the event. From the perspective of developing process of an event, the event production sections to be noticed are:

- Product
- Organization's operations
- Economy
- Marketing and publicizing
- Networks
- Technical arrangements

There are individual functions within all the sections. The functions include desirable characteristics named by the organization that come true in a good event. By evaluating the individual functions and desirable characteristics within every event production section, it is possible to draw conclusions about the state and quality of each section. Through the evaluation, things to be developed are possible to discover and actions of development for them can be selected by the organizing team. It is

commendable to plan a schedule for the actions, within which the actions will be implemented. The sensibleness, commitment, responsibilities and scheduling of the actions will largely resolve how well development process succeeds. (Iso-Aho & Kinnunen 2011, 29-32, 47.)

3.1 User-oriented design through user data

User data is obtained by examining or collaborating with future or current users. Data collection that concerns users and using is one of the key skills in product development. A major strength of user data is that it gives an understanding of how and why the users behave and what they want. User data offers information about the behavior; what it consists of, in what kind of environment it occurs and what is most important to the users. The value of user data for planning leans as much on what should not be done as what should be done. (Hyysalo 2006, 1, 8, 18.) Table 1 summarizes roughly the collection and analyzing levels of user data.

Table 1. Collection and analyzing levels of user data (Hyysalo 2006, 69)

Why user data?	How to collect?	Where it goes?	How to benefit?
Development of planner's intuition	A method or mere intuition	Own head	No analyzing – straight converted to design solution
Collecting user data for enhancing and testing existing idea	A group of suitable methods	Notes, documents + own head	User demands, models, and planning anchors
Systematic collecting of user data as a base for planning	Systematic methodology or a group of methods related to each other	Models, databases + notes, documents, own head	Coming up with planning solutions through models and collected data
User-oriented product development	Participatory design methods	Previous things + know-how of the users	Co-design based on models and data

In recent years user-oriented approach has been stressed on several occasions. The focus has been transferred from the product towards users. There are many reasons to apply user-oriented approach. It can be reasoned from the perspective of organizational competitiveness or regional and national competitiveness. By the same token, user-oriented approach is justified from the customer point of view: customers have the kind of information that benefits the development of services. This change in mindset has also occurred in event production; events are designed more for the users by taking their hopes, needs and expectations into account (Lassila & Rantanen 2012, 5, 17-18.) As the development process targets the needs of humans, user-oriented approach is often called human-centered design. It enables the production of an event that will meet user expectations. In connection with the term user-centered design, the concrete participation of the users in the development process is emphasized. (Toikko & Rantanen 2009, 1.)

Some of the user-oriented methods are interview, observation, co-design, workshops and communication (Nurminen 2010, 34). All the individuals that are part of the event development process are called stakeholders. Stakeholders can be e.g. the sponsors of the organization, entrepreneurs or employees of the area, which are also central in developing the organization and its function. (Toikko & Rantanen 2009, 1.) User-centered design can be a manner of involving and networking the stakeholders. Networking enables the exchange of ideas and learning new points of view. User-oriented approach may be relevant to not only the stakeholders themselves, but also to the construction of communality or regional development perspective. Stakeholders are often one of the target groups and an essential operating party, but they are not users of the actual event. (Lassila & Rantanen 2012, 23-24.)

4 Marketing communality as a brand

The role of business in society has changed in the past century. Profit alone does not measure the success of business; companies and organizations have to also be socially responsible. Businesses that are socially responsible offer measurable procedure framework for the benefit of the individual, workplace, organization and community. Successful businesses have a strategy for being profitable and meeting the commitment to be socially responsible. (Close, Finney, Lacey & Sneath 2006, 422-423.)

4.1 Characteristics of community events

Majority of the public events fall into two categories: community- and major events. The host community has a specific interest and attitude toward the local event. One of the characteristics of a community event is that all the stakeholders are there helping to build social capital and community wellbeing. This is mostly the reason why community events establish a sense of community and belonging. The members of a community usually have simple and direct requirements and expectations toward community events. Participation and being entertained to have social and memorable experience apart from the everyday life drives people to take part. Especially families seek and appreciate affordable community events, because doing things together as a family usually takes lot of money. In certain cases community members who are involved as organizers or volunteers may look for social contacts and recognition by regarding the involvement as an achievement. Often they also have awareness of the event's larger significance in their community. (Bowdin, Allen, Harris, McDonnell & O'Toole 2011, 64-65.)

4.2 Branding

Definition of a brand is a "distinguishing name and/or symbol intended to identify goods or services of either one seller or a group of sellers and to differentiate those goods or services from those of competitors" (Aaker 1991, 7). One of the essential goals for a company is to maintain desirable corporation image. Establishing and maintaining strong as a business can be achieved by not only maintaining community

ties, but also by using sponsorships and events. Event attendees, who are knowledgeable about the company's products and are more active or enthusiastic in the area of the event, will most likely, value the community involvement of a company as itself or as a sponsor. Since these attendees value the community involvement, they will also have more positive image of the company's brand, which in turn increases the intention to purchase company's branded products. (Close ym. 2006, 423-424.) In general, a volunteer, attendee, or performer that has been a part of a successful event shares positive message about the event and its host community, which is beneficial to the brand (Iso-Aho & Kinnunen 2011, 15).

4.3 Marketing with an event

Definition for event marketing is the "practice of promoting the interests of an organization and its brands by associating the organization with a specific activity" (Close ym. 2006, 421). Event marketing is combining marketing with an event. Marketing tools are divided to four categories: advertising, personal selling, sales promotions, and public relations and publicity. Traditionally event marketing is perceived to belong to public relations, but recently it has become more and more part of the personal selling. If an organization has decided to use event marketing strategy, it has also has to show in the annual marketing plan. (Vallo & Häyriinen 2008, 27-28.)

The messages of communities have to compete continuously with other messages to stand out because of constantly increasing amount of information. Organizations have started to seek new opportunities in order to reach their target group and event marketing has been considered as an effective tool for strategic marketing and communication. (Vallo & Häyriinen 2008, 19.) In fact, due to its several benefits event marketing is currently one of the fastest growing forms of marketing communication. As an example, event marketing has become an essential part of the companies' promotional strategies in the automotive and healthcare industries. Already in 2004, 53 % of automotive executives and 44 % of healthcare executives perceived event marketing as an effective tool of communication by demonstrating that their return on investment (ROI) continues to strengthen from event marketing. Businesses in other industries (airline, consumer goods etc.) have also begun to spend on event marketing

with a greater proportion of their promotional budget. (Close, Finney & Sneath 2005, 374.)

Organizations and businesses use event marketing to accomplish a range of objectives. Common reasons for participation in event marketing are brand awareness, sales, and enhancement of the image. Appealing factor for businesses in event marketing is accomplishing the objectives via consumer interaction by blending the message into a gathering that engages consumers. (Close ym. 2006, 421-422.) The distinct benefits of event marketing for the organization or a business (Vallo & Häyrinen 2008, 21-22) are:

- Interactive and personal feel between the attendee and the organizer.
- Manageability of the event's framework and messages.
- Organization's ability to set goals and receive immediate feedback.
- The possibility to delimit the group of attendees according to the needs and goals of an organization.
- The possibility to positively stand out from competitors.
- The production of experiential experience.
- The production of unique memory trace.

Also a sponsor or partner companies can benefit from event marketing and it commonly occurs within the context of a sporting event. This is called sports marketing, which is an excellent method of promotion. In United States alone, about two-thirds of sponsorships are associated with sporting events. Through sports marketing, sponsors get exposure - consumers recall firms who promote athletic events. Consumers change attitude toward the sponsor, which benefits positive image building. (Bennett, Cunningham & Dees 2006, 100.) Being part of a sporting event enables to meet current and potential customers. Events provide a convenient setting for discussion, handing-out updated information, and for demonstrating the products first-hand. Sponsors can collect business cards and build up a mailing list for follow-up. If there are more sponsors marketing in the same event, sponsors may have the opportunity to utilize the event to check out the competition and gather market intelligence. One challenge in event marketing for sponsors is that different events

attract all kinds of visitors. It is essential and more efficient to partake in the ones that attract attendees that are worth to reach. (Sawchuk 2004.)

4.4 KalPa family

KalPa sports club from Kuopio Finland was established in 1929, so the club has long and honorable traditions. Besides the SM-league team and A-juniors (under KalPa Hockey Oy), KalPa also comprise 1000 juniors of Juniori-KalPa nowadays. KalPa wants to invest in community as one of the bigger themes also during the hockey season 2012-2013. Hundreds of volunteers and enthusiastic parents are influencing in the background of the club. In addition, KalPa cherishes the club history, former players and the actives of the club. KalPa cooperates regularly with their official fan club called Musta Verkosto and offers discounted season tickets to the club members. The term KalPa family gives recognition to all the operators in and around the organization by simultaneously emphasizing the community involvement.

KalPa brings important values forward such as commitment, trust, liaison, passion, patience and tolerance. KalPa supports healthy lifestyle and clean sports. Community involvement can be seen in organization of events for families including family games, ice event in December at the home arena, and small-scale outdoor ice events. Sponsors are seen as partners and the liaison pursues to benefit both parties. KalPa's players participate in happenings for sponsors and the sponsors are annually able to pick their favorite player from the team. Furthermore, beyond the functions of its own, KalPa takes part in different fundraisings for a good cause and makes several visits to children's hospital every season. (KalPa Hockey Oy, 2012.)

4.5 Community engagement and KalPa

The levels of community engagement and event organizers' efforts to include the community in planning, execution and evaluation, affects largely on how the community perceives the event. Ensuring that the event stands for the true community values requires proper liaison with stakeholders. This may also resolve

potentially emerging community conflicts and distributions in proportion to the event. (Bowdin ym. 2011, 67.)

There are particular strategies for community engagement: participation facilitation, community input and feedback facilitation, inclusive programming, incentives, and outreach (Bowdin ym. 2011, 68). KalPa Hockey Oy implements many of these strategies in their event production and general functioning. For example, to facilitate participation, KalPa offers discount ticket prices for the hockey games concerning particular groups such as students, pensioners, customers with a wheelchair, and the unemployed. There are also reserved a specific stand for wheelchairs. KalPa provides annually discounted transporting for community members to selected games and events. As an incentive, some non-profit organizations are able to have a free stall space to raise awareness of a certain cause. (KalPa-Hockey Oy, 2012.)

5 Ice event for KalPa-family

The event production project started with a request from KalPa Hockey Oy. Ice event for KalPa family was organized in season 2011-2012 for the first time and KalPa wanted to continue the tradition. The ice event was build around Christmas theme in December and it was managed by two students from Savonia University of Applied Sciences. The students were not part of the organization, which was one of the things KalPa wanted to change for the following seasons. The basic idea of the event is that it is open and free for everybody by having the focus on families. Event includes activities on ice and around the arena mainly for children. Families have the opportunity to interact with KalPa's SM-league players and get autographs or have a picture taken with them. Because the event is tied to Christmas, Santa Claus also attends the event and entertains children.

5.1 Orientation and defining the objective

Advisor and main supervisor for the ice event project was Paula Seppänen, the marketing manager of KalPa Hockey Oy. Orientation with the supervisor and the starting point of the whole event project was on 4. Oct. 2012. The purpose of the orientation was to go through what was done the year before and to define the event objectives of the ongoing season. The date for the event was set to Sunday 16. Dec. 2012 by the organization as the season was scheduled, so it was not possible to influence the date. The venue was naturally going to be KalPa's home arena, Trust Kapital Arena, which had been decided beforehand also. The event would last for two hours from 2pm to 4pm. Consequently, the task at hand was to plan, organize, and schedule activities within the given duration of the event.

The main objective of the event was to establish the brand of KalPa - families would attend and have a positive image about the organization due to the experience. It was sincerely about bringing forward the values and identity of the organization, because the event was going to be non-profitable. The ultimate long term vision at the side was to get future generations interested in hockey and raise new loyal supporters/fans to the club. Besides the main objective, KalPa hoped that the event would grow and

develop in comparison with the event in 2011. The issues and things that were successful were discussed with the advisor. Things that needed development the most were overall communication, planning, and happenings on the ice. It was noted that the event basically had no budget, so creativity was going to be a good attribute in the planning process. The expected amount of attendees was 2000 people, which was based on the potential estimated by Seppänen. Christmas Fair 2012 of Kuopio on the same weekend (15.-16. December) had to be taken into consideration, because the fair would attract same kind of audience than KalPa's event.

5.2 Strategy plan and organizing team

After defining the objective, the next task was to break down the event production to pieces and make a strategy plan. Starting from week 40, the plan would determine week by week what to do and when until the actual event (attachment 1). Because event production was new to the event manager, a lot of changes in the strategy were expected to come during the planning process.

The core of the organizing team consisted of three people: the event manager Taina Törmänen, Paula Seppänen and Henri Eskelinen from Juniori-KalPa. In addition, six members of the KalPa office were also helping and supervising the project. In this event production project, Törmänen worked also as coordinator. Eskelinen and Seppänen did not participate in the event itself, which was a major setback. The first meeting with all three members of the organizing team was on 29.October. The tasks were allocated to each member by having the main focus on the organization of activities on ice. For the most part Henri Eskelinen was responsible of everything happening in the ice rink based on the proposal of improvement comparing to the former event in 2011. Paula's main responsibilities were supervising and helping with marketing.

5.3 Event planning through liaison with the stakeholders

Unlike in 2011, the event production was aimed to be more user-oriented. The goal was to gather suitable stakeholders and cooperate with them to gain user data, fresh

ideas and post-event feedback for event development purposes. The stakeholders were selected among KalPa's sponsors and other partners that replied to the request emailed by the event manager on week 42. On week 44, the following stakeholders were confirmed:

- Sponsors: YIT, Savon Sanomat, Pohjois-Savon OP, Moilas Leipomo Oy, Malviala, VIP-Juicemaker Oy, Terveystalo, and Carlson Bauer
- Other stakeholders: Musta Verkosto, Junior-KalPa, and KalPa's SM-league team

All the stakeholders had their own role in the planning process. During week 44, there were discussions with some of the stakeholders about event activities, possibilities of improvement and new ideas for the event. The whole structure and schedule of the event was compiled with the help of stakeholders' ideas. Those stakeholders were Juniori-KalPa, KalPa's office members, Musta Verkosto, KalPa's SM-league team captains and the following sponsors that would have a stand in the event: YIT, Savon Sanomat, Pohjois-Savon OP and Terveystalo. Sponsors' hopes concerned only their own visibility at the event, but they had a lot of initial suggestions about what they could bring to the event.

YIT was the only sponsor that wanted to have a face to face meeting about the event. The meeting was on 20. Nov. held with three YIT members that would also participate in the event itself. Expectations on both sides were looked over and as a result YIT was willing to have a stand including company related activity and they wanted to bring on display a gingerbread house that was going to be donated to Kuopio University Hospital. YIT also gave 100 water bottles to KalPa for "lucky dip" activity location with the condition that KalPa would give them a KalPa sticker for every bottle. YIT wanted to promote beforehand to consumers that they will be part of the event, so a finished ad for the promotion purposes was mailed to the company a week after the meeting. The sponsors that did not participate in the planning process were part of the event in other ways. Like the year before, Carlson Bauer brought hockey gear to the event for children to try on. Moilas Leipomo Oy gave free bread, Malviala gave free gingerbread, and VIP-Juicemaker Oy gave free glogg to hand out at the event.

Juniori-KalPa requested that the hockey- and skating schools could be cancelled on 16. Dec. and the students (230 children) would be guided to come to the ice event instead. Juniori-KalPa agreed to bring their own staff to instruct the activities on the ice. Office members helped with planning the activities by giving opinions about the functionality of suggested activities. Musta Verkosto forwarded an inquiry to its members about the event, but no-one responded. A short meeting with the KalPa's team captains was on 30. October. The topics of the meeting were hopes towards the event and ideas for improvement. In 2011, the biggest problems were on the ice. Ice rink was divided to three sections, two with pucks and one without. The captains noted that the sections were not marked off and clearly enough, which caused dangerous situations at the non-puck section. There were no specific hopes towards the event.

After communicating with the stakeholders, the event activities were finalized and sealed:

- Monttu Pub
 - Lucky dip
 - KalPa drawing wall
 - KalPa puzzles
 - KalPa news quiz for adults
- Hallway by the A-entrance
 - Skill track with mini sticks
 - Ukko-Pekka shooting contest with a draw
- B-stands
 - Locker room tours
- On ice
 - Skating school
 - Skills & drills
 - Penalty shots

In 2011, the skating school was located in the middle of the ice between the two activities with the pucks. The puck problem was solved by locating the skating school

to the other end of the rink and by delimiting the area with a low wall to prevent the pucks coming into the area. This arrangement was agreed with Henri Eskelinen.

5.4 Promotion and marketing

The easiest and most economical way to reach potential consumers is to use KalPa's own communication channels such as website, KalPa Facebook, newsletters, and hockey games. Promotion and marketing started during week 44. KalPa's monthly newsletter for December included information about the ice event. The newsletter usually reaches about 5400 people that have some interest towards the organization. Event description was published on KalPa's event webpage on 13.November. Shorter version of the description was used as news on KalPa's website published on 15.November. Juniori-KalPa and Musta Verkosto copied and used the same news on their websites. KalPa promoted the ice event on facebook.com and created a Facebook event that people could attend. Facebook is the third most effective in guiding fans to visit KalPa's website after Google and direct visiting: about 13% of visitors go to the webpage via Facebook alone (Google analytics). There were two hockey games at Trust Kapital Arena in December before the ice event and those games were utilized for promoting by announcing information about the event during time-outs. Information distribution during KalPa's home games reach ca. 3570 possible consumers per game.

Besides KalPa's own communication channels, marketing was implemented by distributing posters and promoting the event in the local newspaper Savon Sanomat. Posters were ordered from Mainoshakki Oy and the design of the posters was verified a week later (attachment 2). Poster distribution to primary schools, Trust Kapital Arena, grocery stores etc. started two weeks before the event. KalPa's ad on Savon Sanomat was on sport section and it was published on Saturday 15.December. In addition, Savon Sanomat as a stakeholder wanted to have its own ad to promote the fact that they will be taking part in the event.

5.5 Logistics

Volunteers and employees were required for several different tasks. Especially recruiting volunteers was important, because the budget was low and by taking part volunteers would enhance the sense of community. KalPa's restaurant manager recruited seven volunteers for kiosks and present packaging, and security manager was responsible for the security stewards. It was agreed that those in responsible also had logistical agenda of their own for their employees/volunteers. Juniori-KalPa recruited Santa Claus, two volunteers for off-ice activities and two hockey goalies for penalty shots on ice. Since Henri Eskelinen from Juniori-KalPa was unable to partake in the event, he had to find a replacement to supervise the ice activities and the instructors' performance. In addition, the same DJ and announcer that were used the year before were asked to participate at the event. DJ was given a small compensation for participation by KalPa Hockey Oy. KalPa's office was helping with picture taking, some of the activities and KalPa Shop that was open during the event. All of them participated in setting up two hours before the event and cleaning up afterwards. First meeting with KalPa's office on 4.Dec concerned task allocation and what had been done for the event so far. The second meeting on 12.Dec was for discussion about the given tasks and emerged issues. KalPa Shop offers were ready to be added to the announcer info, prizes for the draw and lucky dip were decided and the date for feedback was set.

After measuring suitable spaces for the sponsors that had a stand at the arena, the base map was done. The map determined all the locations for activities, sponsor stands, kiosks, entrances, toilets etc. The map was required for the safety plan and it was also an important part of all the information packages and manuals. Notice of public event with the safety plan was filled up with the help of the security manager and it was given to local police on 11.Dec. Notice of public event did not require any additional payments, because it was attached to the notice, which was previously done for all the events at Trust Kapital Arena during the whole season.

There were a lot of materials to be done to different operators. KalPa players needed an instruction package, because they were the ones helping children at every activity

location. Instructions included a player-specific agenda (attachment 3) that designated the time, place and the point of switching from location to another for every player. All the players had two activity locations during the event and the switch was approximately mid-way of the event. The purpose of the player-specific agenda was to make it as easy as possible for every player to know what to do, where, when and with whom. The package also included verbal instructions for every activity in English and in Finnish (one player did not speak Finnish). Ice activity instructions were previously received from Henri Eskelinen and added to the package. Meeting with the players was held on 12.December to hand out and explain the instructions. Other participating groups mainly needed information rather than instructions. Information packages with relevant parts of logistical agenda were given to all the stakeholders, security stewards, KalPa's office, volunteer employees and the DJ. Announcer's package also included information about KalPa Shop offers and KalPa's other family events for promotional purposes. Information sheets with a more detailed base map (figure 1) were also made for the event attendees.

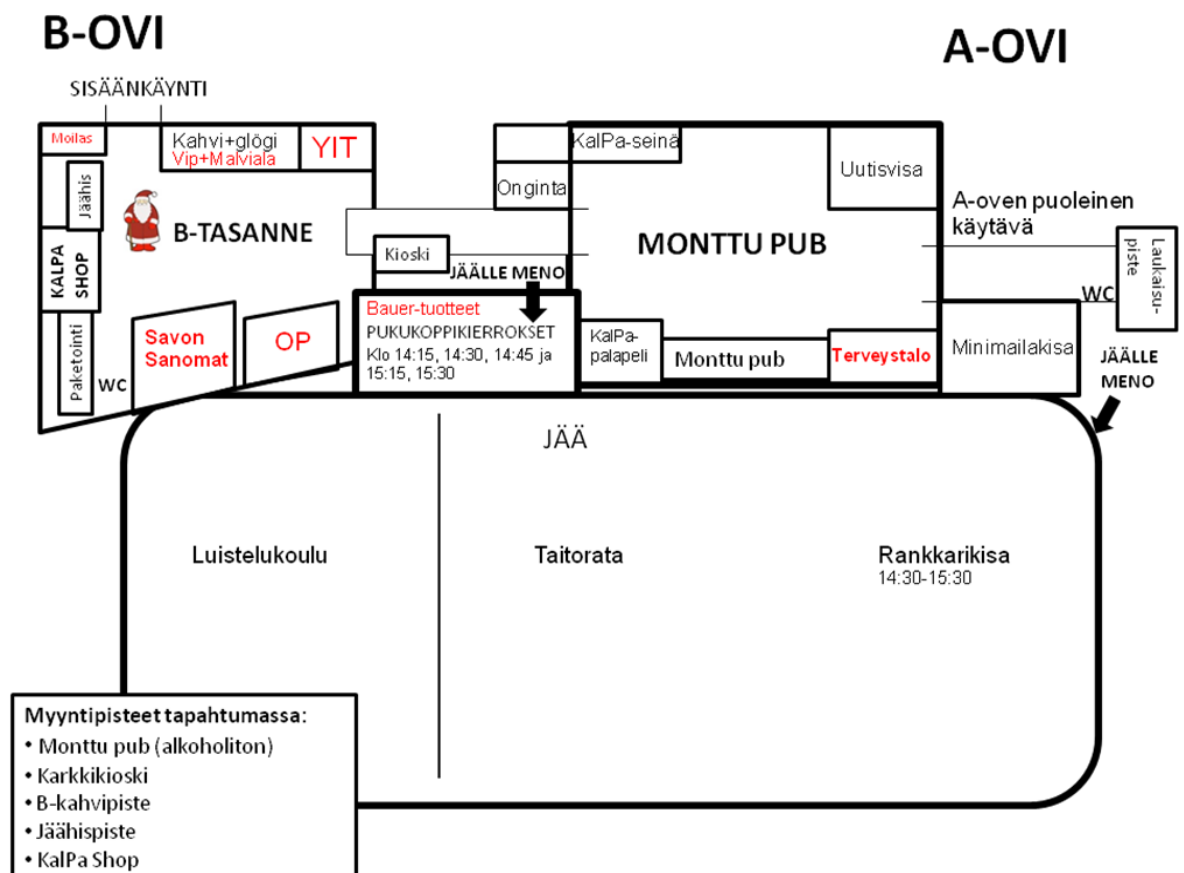


Figure 1. Base map of the ice event

During week 50, some small organizational things were taken care of. Agreement with VIP and Malviala was made about the delivery of free goods and the usable locker rooms were ensured from control room staff of the arena. Also the props for activities, present packaging and signposts were purchased, crafted, or found from KalPa's stocks.

6 Results

Conclusions about the success of the ice event for KalPa family were drawn mainly from observations and feedback from the stakeholders. Stakeholders gave feedback verbally right at the end of the event or by email a few days after the event. Players were able to give feedback by filling up the player feedback sheet (attachment 4), and KalPa office had a separate meeting for feedback discussion during week 51. The event attracted about 1500 visitors all together, which was a small disappointment. Families seemed satisfied and the atmosphere was positive. There were no complaints about anything. Stakeholders and KalPa's office had only positive feedback about the event because the main objective was reached. Musta Verkosto noted though that the attendee info could have placed more visible. Sponsors with the stands were especially happy for the consumer attention they gathered during the event and considered participation in future events. As it turns out in the report (figure 2) done by KalPa's security manager, there were only minor incidents during the event.

KALPA PERHEPÄIVÄ 16.12.2012

JÄRJESTYKSENVALVOJIA 10	13.00
LAASTARI SORMEEN	15.00
NENÄSTÄ VERTA	15.35
TAPAHTUMAA PÄÄTTY	16.00

Figure 2. Security report

There were a few things that had gone wrong though. The person replacing Eskelinen changed the plan for the ice and did not communicate about it with the event manager. As a result, the same problems emerged than last time. The supervision of the instructors on the ice was not adequate either, because the instructors were not ready to take action when the doors opened. A few flaws emerged also elsewhere at the arena. KalPa news quiz for adults attracted only one participant and the space for skill track with mini sticks was too challenging. The skill track kept falling apart and attendees used the space for watching the happenings on ice, which made the area even smaller. Furthermore, there were some minor issues with locker room tours since

the guides did not precisely follow the schedule and some of the attendees missed the tour due to that.

6.1 Feedback from the KalPa players

Players' feedback confirmed most of the observations already made, but there were also some very helpful new remarks. Special thanks were given for the clear and comprehensive instructions that were given early enough. In other words, there was a significant improvement in communication comparing to the event last season. Also the whole team thought that the atmosphere was good and people were having a great time. Negative feedback was mainly given for activities.

- Functioning on the ice was unorganized and the instructors did not do their job properly
- The space for skill track with mini sticks was too small and the track itself was not easy enough for smaller children.
- KalPa news quiz for adults did not attract enough people

6.2 Final conclusion

The final conclusion could be made after evaluating the quality of work through observations and feedback. The main objective was to establish KalPa's communality brand by utilizing event marketing and user-oriented design. In terms of the main objective, the event was fairly successful. In addition, the sponsors were satisfied, which can be very beneficial to the organization in the long run. The practical issues in 2011 were in communication, planning process and activities on ice. Planning and communication between the organizing team and the stakeholders improved, but several issues occurred on ice. Development of event activities in general was only partly successful, because two of the new activities did not work in a desirable manner. The target amount of attendees was 2000, so the target was not reached since the event attracted only 1500 people.

7 Discussion

Ice event for KalPa family is one of the bigger scale events organized by KalPa Hockey Oy that targets families and the whole community. The event requires a lot of working hours, so the organization rather recruits a person who is not standard staff to manage the event. The purpose of the event project was to continue the tradition by developing the concept at the same time. The project also gave an opportunity to the event manager to learn new things in the field of sports industry.

7.1 Examination of the results

The ice event succeeded in establishing the brand. KalPa stayed true to its values throughout the project. The whole organization including the office, Juniori-KalPa, and the SM-league team was involved, which was an indication of the organization's commitment and passion. Cooperation and appropriate liaison with volunteers and stakeholders in planning, execution, and evaluation, has a huge effect on the event perception of community (Bowdin ym. 2011, 67). Since the cooperation and liaison were implemented well based on the feedback, it probably reflected positively to the overall atmosphere of the event. Attendees that valued the community involvement, most likely had more positive image of KalPa's brand also (Close ym. 2006, 424). One of the essential goals for organizations is to maintain desirable corporation image (Close ym. 2006, 423), so succeeding in establishing the image had a special meaning to KalPa.

It is essential that the events develop every year and the problems are examined and then solved (Iso-Aho & Kinnunen 2011, 23). Communication between the organizing team and the stakeholders evidently improved likely because the event manager/ coordinator worked inside of the organization, communication happened in time, and instructions were clearer. Sufficient communication is required to value and consider everyone's input (Minkin 2001, 12). Inadequate planning primarily causes annoyances to the users of the finalized product (Hyysalo 2006, 5). Planning carefully from the get-go is necessary to the event establishment (Iso-Aho & Kinnunen 2011, 48). Planning for the ice event enhanced assumingly because of more detailed written

agenda and better documentation. Also cooperation with stakeholders and more comprehensive task allocation might have improved the planning process. The most obvious issues concerned the activities on ice and even though the issues were solved in planning, the implementation did not follow the plan. The replacement for Eskelinen most likely did not take the responsibility seriously enough to pull everything together. The replacement also sincerely thought that the activity arrangement was better the other way, not like it was written on the given base map. The instructions on the ice were not professional enough or capable of leading themselves, so they would have needed more help from the supervisor. This was a major setback, because the problem with the arrangement on the ice was the only issue the KalPa team captains wanted to be improved. In addition, the danger factor with the pucks was still not eliminated. The other two activities that did not have desirable outcome, were skill track with mini sticks and KalPa news quiz for adults. The reasons why the skill track did not work were already stated in the feedback. The problem of KalPa news quiz was that it did not appeal attractive enough. Also it can be very challenging to get adults to participate without their children in a family event, because especially smaller children need constant supervision.

There were about 1500 attendees participating in the event. Families often seek and appreciate affordable community events (Bowdin ym. 2011, 64.), so the families that were reached through marketing and had some interest towards the organization probably at least considered attending the ice event. Events that overlap might influence the amount of visitors (Rahkola ym. 2004, 4). As stated earlier, Christmas Fair 2012 of Kuopio was on the same weekend and most likely attracted same kind of audience than KalPa's event. Because there was basically no budget for the event, especially marketing was a challenge. Distribution of some of the posters could have been done earlier, but it was hardly the reason why the number of attendees did not reach the goal. Other attendee limiting factors could have been the Christmas theme and the fact that the whole concept was built around KalPa.

Because in this type of projects results are based on experiential factors and the events are attached to a case, the results cannot be utilized or compared to something else as

they are. Also the results are not as liable as results based on numbers or figures, because they are more abstract. However, the most of the results can be seen in practice right away and there is a possibility to have an impact to the results to the last minute. In this particular event, liability debilitating factors were inadequate amount and quality of feedback, and the lack of adequate post-event ROI measurement. The supervisor of the event manager was not in the actual event and was unable to evaluate the final result appropriately. Also written feedback was not asked or received from the attendees that were not event stakeholders. The results of this project are best in use when assimilating them to the previous and to the future events of the same organization. The same event management tools can be used in other types of events for other organizations though.

7.2 Suggestions for the future development

Most likely the event manager will change every year, so documenting the event with as many details as possible would help the follower to evaluate the quality of the previous event and make necessary changes for next season. Recruiting an event manager, who has some experience in the event production field, might lead to significantly better result. Most of the hassles during the project were caused by lack of experience and knowhow. From the ethical perspective it would be recommended to make sure that all the stakeholders would take responsibility and totally commit, so that major personal mistakes could be prevented. If the budget stays low and marketing input stays the same in the future, the expected amount of attendees should be set lower. It would also be beneficial to consider the Christmas Fair of Kuopio and some other major events if possible when setting the date to attract more participants among the target group. For the following season the ice event should be renewed even more to keep it fresh and attractive. Focusing on problems will not be enough to develop the event. To gather more user-data and receive feedback, possible consumers and event attendees could be taken into account before and after the event. As a general suggestion for family event activities, it would be better to not have anything for adults only.

7.3 Self-evaluation

Event production in general was totally new to me, so this was the perfect opportunity to learn several new skills. By the same token, I had to be prepared to face many challenges and expect many mistakes along the way. The project definitely enabled growth as professional in the sports field. Major improvements could be seen in leadership skills including self-leadership. I had to take responsibility for my own actions, but also for other people's actions in a bigger scale than ever before.

One of the things I learned was that it is important to be able to distinguish the things which can be affected and which cannot be affected. Levels of stress will be high in any case, so stressing over things that you can do nothing about is the least you need. By focusing on things that can be affected saves time, energy, and improves the quality of work. I also learned that communication and task allocation to the right people is the key to success. You have to be able to trust the members of the organizing team and other stakeholders that they will do their job by taking responsibility of their actions. If you are an amateur, it is extremely hard to succeed without adequate supporting network. It surprised me how much labor is required for just a two-hour event and how many different tasks there are. Even though you might think that everything is under control and there is enough time, you suddenly find yourself being delusional and things have to be done in a hurry. The best advice I could give to myself would be that if you can do something now, do it right now, do not save it for later. Event management requires tremendous amount of flexibility and ability to read and react. Anything can happen during the few hours of the event, because event involves masses of people. In many occasions you have to be able to find solutions to problems in a second. After this experience I am definitely more confident about my adapting capabilities in rapidly changing situations.

There were many minor mistakes I made during the event production process. First of all, I should have asked more help and questions throughout planning. I trusted too much on my abilities to manage everything by myself even though I was still supposed to be learning. Making the materials and finding the props for the event were more time consuming than I thought. It would have been smarter to have the materials and

props ready e.g. a week before the day of the event, because last minute hassles about something are very likely to occur. I found it extremely hard to come up with an activity for adults within the family concept and that was also the part where I crashed and burned. Organizing an event obviously requires innovation and sometimes thinking outside of the box. Innovative thinking takes time and patience, but it usually pays back twice as much the effort put in to it.

Organizational abilities and conscientiousness have always been my strengths. I believe that I survived mainly because of those qualities since this was the first time I managed an event ever. The disadvantage is though that I really wanted to give more added value to the project than I actually did. I can take credit for the improvement in communication and better organized and documented planning process though. I was able to take a lot out of this experience thanks to KalPa Hockey Oy and all the stakeholders involved.

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Attachments

Attachment 1.

Työaikataulu

Vk 40

- 4.10. Tapahtumajärjestelyn ohjeistuspalaveri
 - Tapahtuman tavoitteiden laatiminen
 - Vertailuna 2011 vuoden tapahtuma

Vk 42

- Yhteistyökumppaneihin yhteyttä

Vk 43

- Yhteistyökumppaneihin yhteyttä ja ideoiden vaihtoa

Vk 44

- 29.10. Palaveri Henri Eskelisen (Junior-KalPa) ja Paulan kanssa
 - Junior-KalPan tehtävät ja roolit
- 30.10. Kapteenipalaveri (käyttäjälähtöisyys)
 - Kapanen, Kauppinen
 - parannusehdotukset/toiveet
- Toimintapisteiden suunnittelu ja aikataulutus (keskustelujen pohjalta)
 - Toimisto, Junior-KalPa, yrittäjät, edustuksen kapteenit
- Alustava tiedotus verkostokumppaneille
- Yhteistyökumppaneiden vahvistus

Vk 45

- Tapahtumatiedotteen suunnittelu kotisivuille

Vk 46

- Tiedotus + markkinointi: ilmoitus tapahtumasivuille 13.11., uutinen kotisivuille 15.11. (ensimmäinen), Junior-KalPa
 - julisteiden tilaus (luonnos seuraavalle viikolle)
- Tapahtumailmoituksen selvittely (poliisilaitos + Asko), myyntipisteet ja käytettävät tilat
- Pelaajien alustava tehtävien aikataulutus ja ohjeiden teko (suomeksi ja englanniksi)

Vk 47

- Palaveri YTT:n kanssa **20.11.**
 - Toiveet puolin ja toisin
 - luvattu mainos + juomapullotarrat 100kpl
 - toimintana rakennuspiste ja piparkakkutalon lahjoitus
- Yhteistyökumppaneiden tilojen mittaus ja ehdotusten eteenpäin lähetys
- Sopiminen tapaamisesta pelaajien kanssa
 - Joukkueenjohto
- Ohjeet jäällä tapahtuviin aktiviteetteihin Henkalta
 - Muokataan ja lisätään pelaajien ohjepakettiin
- Facebook (Paula), uutiskirje (Paula 20.11.), ilmoitus mustalle verkostolle (Arja),
- Julisteen luonnos -> tilaukseen
- Pohjakartan suunnittelu ja teko
- Tietovisakysymysten teko

Vk 48

- Julisteiden saanti + jakelu
- Työvoiman hankinta
 - kuuluttajat (Hannes), DJ (Oskari)
- Toimistopalaverin materiaalien kasaaminen
- YTT:lle juliste + tarrat

Vk 49

- Työvoiman hankinta
- Lähetä toimistolle kysely palaverin ajankohdasta
- Hallimiehiltä pukukoppien varmistus ja laidat jälle
- **Tapahtumailmoituksen tekeminen**
- Lisämarkkinointia, tarvittavat askartelut
- Tapahtumapalaveri toimistolla **ti 4.12.**
 - Mitä tähän asti
 - Tehtäväjako

Vk 50

- Sovi ilmaistavaran tuonnista/muista järjestelyistä (VIP, Malviala)
- Talkoolaiset
 - Myyntipisteet, paketointi, onginta (Marko)
 - joulupukki, laukaisukilpailu, veskarit (Juniori-KalPa)
- Tapahtumailmoituksen lähetys **ti 11.12.** valmiina **pe 14.12**

- Tapahtumapalaveri toimistolla ke **12.12. klo 11.00**
 - KalPa Shopin tarjoukset
 - Palkinnot ja tarvikkeet toimintapisteille
 - Pelaajien aikatauluongelmat
 - Oppaat
 - Palautekeskustelun sopiminen
- **12.12. ohjeistus pelaajille 9:00**
 - Muutoksia aikatauluun/pelaajatilanteeseen
 - Päivitetty versio sähköpostilla
- Muistutus Juniori-KalPalle
- Aikataulu- ja ohjelmaoppaan (käsikirjoitukset) tekeminen kaikille työntekijöille
 - Infolaput yleisölle
 - Hannekselle juonto-ohjeet
- Materiaalin hankinta
 - Arvontalaatikon ja –lipukkeiden teko
 - KalPa-seinän kehittäminen
- Yleisohjeet yrittäjille
- **16.12.** sunnuntaina tapahtuma

Vk 51

- Joulupukkiasun palautus
- Palaute
 - Missä onnistuttiin, mitä parannettavaa
 - Toimisto, pelaajat, yhteistyökumppanit...
 - Pelaajille lomakkeet
- Joulutapahtumauutinen + kuvagalleria
- Määrät (työntekijät, yhteistyöryhmät, kävijät)

2.1. Palautelomakkeiden palautus pelaajilta

- Lopullinen yhteenveto

**KALPA-PERHEEN
JOULUINEN
JÄÄTAPAHTUMA**

**TRUST KAPITAL AREENALLA
SUNNUNTAINA 16.12. KLO 14 - 16**

TERVETULOA VIETTÄMÄÄN JOULUN ALOITUSTA
KALPAN EDUSTUSJOUKKUEEN KANSSA! TAPAHTUMA
ON ILMAINEN SEKÄ KAIKILLE AVOIN.

WWW.KALPA-HOCKEY.FI/TAPAHTUMAT

Attachment 3.

Pelaaja	Paikka 1	Tehtävä 1	Aika	Siirtym	Paikka 2	Tehtävä 2	Aika2
Halonen Antti	Monttu	Nimmareita	14-14.35	10min	Jää	Luistelukoulu	14.45-16
Hentunen Jukka	Jää	Luistelukoulu	14-15	15min	Pukukoppi	Esittely	15.15-15.45
Ikonen Jasse	Monttu	Minimailakisa	14-15		Monttu	Onginta	15-16
Junnila Jyri	Monttu	Onginta	14-14.45	15min	Jää	Taitorata	15-16
Kapanen Sami	Monttu/B-tasanne	Nimmareita	14-15		Monttu	Uutisvisa	15.00-16.00
Kauppinen Marko	Jää	Luistelukoulu	14-15	15min	A-oven puoleinen käytävä	Laukaisupiste	15.15-15.45
Kerman Kalle	A-oven puoleinen käytävä	Laukaisupiste	14-14.35	10min	Jää	Luistelukoulu	14.45-16.00
Kerälä Antti	Jää	Taitorata	14-14.45	15min	A-oven puoleinen käytävä	Minimailakisa	15-16
Koivisto Miika	A-oven puoleinen käytävä	Minimailakisa	14-15		Monttu	KalPa-seinä	15-16
Kolehmainen Janne	Jää	Luistelukoulu	14-14.45	15min	Monttu	Uutisvisa	15-16
Koskinen Mikko	Monttu	KalPa-palapeli	14-15	15min	Monttu/B-tasanne	Nimmareita	15.00-16.00
Kukkonen Mikko	Jää	Taitorata	14-15	15min	Monttu	KalPa-palapeli	15.15-16
Levokari Pauli	Monttu	KalPa-seinä	14-14.45		Monttu	KalPa-palapeli	14.45-16.00
Masuhr Adam	A-entrance hallway	Minimailakisa	14-14.45	15min	Ice rink	Skating school	15-16
Miettinen Tommi	Pukukoppi*	Esittely	14-15	10min	Jää	Taitorata	15.10-16.00
Riekkinen Joonas	Monttu	Uutisvisa	14-14.45	15min	Jää	Taitorata	15-16
Saarinen Ossi	Jää	Taitorata	14-15	15min	A-oven puoleinen käytävä	Minimailakisa	15.15-16
Salminen Sakari	Monttu/B-tasanne	Nimmareita	14-14.20	10min	Jää* (Valvomon pääty)	Rankkarikisa	14.30-15.30
Timonen Jussi	Pukukoppi*	Uutisvisa	14-15	10min	Jää	Luistelukoulu	15.10-16.00
Toivonen Juha	Jää	Luistelukoulu	14-14.45	15min	A-oven puoleinen käytävä	Minimailakisa	15-16
Voutilainen Jukka	Monttu/B-tasanne	Nimmareita	14.14.20	10min	Jää* (Valvomon pääty)	Rankkarikisa	14.30-15.30
	* Pukukoppikierrokset: 14.15, 14.30, 14.45 ja 15.15, 15.30				* jään jälkeen nimmareiden jakoa klo 16.00 saakka		

KalPa-perheen jouluihin jättänyt
pelaajien palautelomake

Pelaajan nimi: _____

Omat toimintapisteet: _____

Ympyröi sopivin luku

1= Täysin eri mieltä 2=Jokseenkin eri mieltä

3=Jokseenkin samaa mieltä 4=Täysin samaa mieltä

Ohjeistus

Ohjeistus oli selkeää ja tapahtui hyvissä ajoin

1 2 3 4

Mitä olisi voinut tehdä paremmin? Mikä oli erityisen hyvää?

Tunnelma tapahtumassa

Yleistunnelma oli positiivinen ja kävijät viihtyivät

1 2 3 4

Toimintapisteet

Toimintapisteesi oli toimiva ja riittävästi porukkaa osallistui toimintaan

1 2 3 4

Mitä olisi voinut tehdä paremmin? Mikä oli erityisen hyvää?

Kommentteja/huomioitavaa/terveisiä:
