



THE PROFITABLE AUDITORIUM

Case: the auditorium of Koivu ja tähti culture center in Muhos

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Tiivistelmä <p>Toimitilajohtaminen on kokonaisuus, joka keskittyy organisaation ydintoiminnan tehostamiseen siten, että organisaation tilat sekä toissijaiset toiminnot sujuvat optimaalisesti. Opinnäytetyö käsittelee Muhoksen kunnassa sijaitsevan Koivu ja tähti -kulttuurikeskuksen auditorion tuottavuuden lisäämismahdollisuuksia toimitilajohtamisen näkökulmasta.</p> <p>Tutkimuksen tarkoituksena on selvittää, miten auditorion tuottavuus voitaisiin saada nykyistä paremmaksi. Tutkimus rajattiin auditorion laitteiston kuntoon ja riittävyys. Koska erilaiset tapahtumat voivat tuottaa, selvitettiin millaiset tapahtumat olisivat tuottavimmat. Tutkimusmenetelminä käytettiin haastatteluita ja kannattavat tapahtumat analysoitiin BCG-taulukon avulla.</p> <p>Tutkimuksen perusteella voidaan todeta, että Koivu ja tähti -kulttuurikeskuksen auditoriossa on riittävästi laitteistoa erilaisiin tilaisuuksiin ja tapahtumien järjestämiseen, mutta laitteiston toiminta on epävarmaa. Esille nousivat myös ongelmat valaistuksessa, ilmanvaihdossa ja varausjärjestelmässä. Myös liian pienet varastointitilat sekä ryhmätyötilojen puute olivat mainittavia ongelma-kohtia.</p> <p>Kun esille nousseita ongelmia on mahdollisesti korjattu, markkinointiin olisi syytä panostaa. Eniten tuottoa toisivat sellaiset auditorion käyttäjät jotka tulevat kuntaorganisaation ulkopuolelta ja erityisesti kuntarajojen ulkopuolelta. Tilamarkkinoinnissa tulisi keskittyä pienimuotoisten kokousten ja koulutuksien kaltaisiin tapahtumiin.</p>		
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Abstract <p>Facility Management is an entity which supports an organization's core operation by allowing the facilities and secondary businesses to operate optimally. The thesis concentrates on facility management, particularly on the auditorium in Koivu ja tähti culture center in Muhos and events held in it.</p> <p>The purpose of the study is to clarify how the auditorium could be more profitable. The study focused on the equipment and their sufficiency. As events can be profitable the purpose was to find out what kind of events could be most profitable. Interviews were used as research method and the profitable events were analyzed with the help of the BCG matrix.</p> <p>As a result of the research it can be stated that the equipment in the auditorium of Koivu ja tähti culture center is sufficient. However, the equipment works unreliably. In addition, some problems with lighting, ventilation and reservation system stood out. Insufficient storage facilities and group work facilities were remarkable problems.</p> <p>As soon as the above mentioned problems have possibly been fixed, marketing should be paid attention to. Most profitable users to the auditorium would be users coming from outside of the municipal organization and especially outside of the municipality. Marketing the facilities should focus on small scale meetings and educational events.</p>		
Keywords culture centers, auditoriums, meeting facilities, lecture halls, profitability, Muhos, Koivu ja tähti culture center, facility management, event management		
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1. INTRODUCTION

Facility management became realized in the United States of America in the 1970's. The concept started to gain attention in Europe in the 1980's and arrived in the Scandinavia in the beginning of the 1990's. (Tuomela, Ventovuori & Puhto 2001, 13.) At that time also Finland became aware of the matter. The Finnish facility management association (FIFMA) has been active since 1993. According to FIFMA, the purpose of facility management is to produce, develop and maintain the surrounding facilities emphasizing on the core operations of the business. (FIFMA.) Thus facility management is important in businesses but it is also one of the necessities to be able to provide services of a good quality in public sector (Sarasoja 2004, 4).

Facility management that is organized well and functions systematically decreases additional costs and improves the organization's image. That is why facility managers are vital for organizations. Nowadays, many organizations have not yet realized the significance of a facility manager but the trend is that more and more organizations hire a professional to take care of the facility management tasks (Eley & Marmot 1995).

Facility management has an important role in event management. The world of event management is growing at a fast pace and today smaller and smaller event organizers, for instance, towns invest in high quality facilities. Events are valuable to the organizer because in most cases, events remarkably increase the need of accommodation and catering services. Successful events are also beneficial to the host by increasing the reputation in a long run. (Rautiainen & Siiskonen 2007, 16.)

Events, particularly meetings and conferences also play an important role in the business world. Meetings in an imposing environment with quality equipment are regarded as image strengtheners for companies and organizations. Such events are not meaningful only in the business sense but also in terms of recreation and business image. In other words meetings nowadays are often combined with some type of a recreation.

This study introduces some elements concerning auditoriums mainly in Finland but also internationally and concentrates especially on the case study, the auditorium in Koivu ja tähti culture centre in Muhos. The focus is to provide ideas for improvements in order to modernize the auditorium's equipment to such a level that the facilities respond to customers' needs and become profitable. The purpose of this study was to investigate whether it is possible to make the Koivu ja tähti auditorium more profitable compared to what it has been in recent years. One of the main focuses was the equipment, facilities and premises management in the auditorium but the target was also to find out what kind of events would bring more income to the municipality and what kind of events would be desired in the venue by the inhabitants of Muhos.

The topic for this research was chosen because the municipality of Muhos had a need to investigate whether it is possible to receive profit from the auditorium in Koivu ja tähti culture centre. The hypothesis was that by renewing the equipment the auditorium would gain new customers, which in turn would bring more profit. Another reason for choosing this topic was the author's personal interest towards the municipality's cultural life and willingness to make the Koivu ja tähti culture centre and the auditorium successful. The advantages of this study are the proofs for whether the auditorium can be profitable. On the basis of that it is possible to plan what kind of cultural events would be most beneficial to arrange and what kind of equipment would be most reasonable to purchase.

The structure of the research is formed as follows: After introduction the theoretical part in chapters two and three provides a description of facility management. Chapter four gives a description of today's modern auditorium and gives an overview of the general level of auditoriums in Finland in towns which are comparable to the municipality of Muhos primarily in terms of the number of inhabitants. The theoretical part also provides a brief introduction to auditoriums as a source of income. The BCG (Boston Consulting Group) matrix is used as a tool to categorize the users into groups in order to clarify each group's position as a source of income.

The empirical part starts with the presentation of the case study, the auditorium of Koivu ja tähti culture centre in Muhos. The case study is introduced in chapter five. The chapter six gives a detailed description of the research questions and methods. The research results are presented in chapter seven and the chapter eight introduces some ideas for improvements which are conclusions made on the basis of the empirical part. The ideas presented in the eighth chapter are suggestions in which way the equipment in the auditorium in Muhos should be renewed and what other factors besides the equipment would make the auditorium more profitable. Chapter nine is a brief conclusion.

Some terms have been used in the research, which are important to understand clearly. Customers are those who use the auditorium as artists, for example - not as audience. Audience instead, is those who participate in events organized in the premises. Users mean also such customers who host events in the auditorium. The concept auditorium is defined more accurately in chapter 4 and the term event is explained in chapter 3.

The main theoretical source for the study was literature, which provided mainly the basis for the theoretical part. In addition, a thesis from Jyväskylä University of Applied sciences from the School of tourism and services management was used as an aid to categorize and evaluate auditoriums in Finland. Because of the fact that auditoriums have not been researched much on viewpoint that would have been useful for this study, the availability of written sources was minimal. For this reason, the Internet was also used for collecting information for the theoretical basis. The research methods of this study will be described more accurately in chapter 6.

2. FACILITY MANAGEMENT AND FACILITY MANAGER - THE ROLE IN AN ORGANIZATION

2.1 Facility management

Facility management as a concept is quite newly realized and there are several kinds of definitions in existence. American definitions focus mainly on the effectiveness on the workplace, real estate management, technical solutions and installations. The British often look at facility management as integrated services. (Leväinen 2000, Tuomela 2001; here Sarasoja 2004, 6.) The British principally exclude the traditional real estate management tasks whereas the Scandinavians understand those as one of the most important areas in facility management (Tai & Ooi 2001, Leväinen 2003; here Sarasoja 2004, 6). One of the central areas of facility management is managing facility and user services. According to the Finnish Association of Building Owners and Construction clients (RAKLI), facility services include such tasks as cleaning and maintaining facilities and managing technical systems, for instance. User services include meeting facilities, auditoriums and additional services which are related to these. Those can be for example the following: office services and accessories, catering services, communication solutions, front desk services and operations, transportation, storage facilities and security management. (RAKLI 2001, Tuomela 2003; here Sarasoja 2004, 6-7.)

To conclude, facility management covers a wide range of operations and the concept has been defined in various ways. This becomes evident in the list made by Tay & Ooi (2001; here Lindholm 2005, 13; Appendix 1). It is also stated also by Atkin & Brooks (2005, 4) according to whom, facility management principally includes real estate management, financial management, human resource management, safety management, building maintenance and domestic services. Therefore, facility management can be described as a domain that is conducive to performing organizations' core operation, which is also noted by the Finnish facility management association (IFMA).

2.2 Facility manager

Facility managers have a wide knowledge in several domains that organizations include. Facility managers have influence, for instance, on the financial department, communication, front office operations, maintenance and logistics. Therefore, the value of them is vital. Nowadays, many organizations have not yet realized the significance of a facility manager but the trend is that more and more organizations hire a professional to take care of the facility management tasks. (Eley & Marmot 1995.)

As work of facility managers has multiple effects, a three-dimensional model has been developed to explain the importance of facility managers in such organizations which operate in large building complexes. The three-dimensional model introduces three levels, according to which the tasks of a facility manager can be divided. The levels are operational, tactical and strategic. The facility manager can be a big influencer in decisions concerning policies on any of the levels but especially in decisions made on the operational level. Operational level concerns operations and decisions that have to be made instantly without long-term planning. Instantly made decisions often are implemented because of a risk or a crisis and the facility manager is usually qualified to manage such situations. (Ende van den, 2004, 15.)

Facility managers can have responsibilities in several departments in an organizational complex and they usually have a wide knowledge also in areas which require tactical or strategic planning and operating. Such areas often relate to, among others, financial management, human resources management, customer service, safety management and maintaining the facilities and working environment. Therefore, organizations can partly rely on the facility manager's opinion on the tactical and strategic level. (Op. cit. p. 15.)

As it can be seen from chapter 2.1, the concept of facility management is receiving growing importance. It is quite obvious that facility managers' positions become more and more valuable. Organizations are starting to understand that a facility manager can bring significant benefits to the organization by having knowledge in various fields and being

able to maintain the whole organizational complex. The facility manager is a professional, who can constructively operate between different departments.

3. EVENTS AND FACILITY MANAGEMENT

According to the Oxford dictionary, in the work of Watt, an event is defined as “anything that happens, as distinguished from anything that exists.” (Watt, 2000, 1.) So, event can be any social happening, for example a performance, sports competition or party at which people gather together to watch or take part in something.

An event always has a purpose and is connected to a particular theme but events can also be completely miscellaneous. The most common ways to classify events are either the size or a type. Special features of events are intangibility, perishability, inseparability, consistency and a lack of ownership. (Waigwa 206, 9-10.)

Organizing events is essential for almost any type of business operation, in most cases in terms of meetings but also in terms of larger events, such as conferences, educational events, competitions or any other type of gatherings. Events similarly belong to the operation of the public sector. Especially, the cultural department requires event management. Being able to arrange cultural events successfully, effective facility management is one of the most remarkable conditions. Conclusively, event management and facility management relate closely together.

From the facility management’s viewpoint, events are an opportunity to showcase facilities, teaching, research and staff to people who do not normally visit the venue or the company in which the event is hosted. The basic questions onto which successful event management is based are why, what, who, when and where. These questions become part of the feasibility plan and will assist to decide whether and how to proceed with the event. (Seekings 1996, 23.)

“Why” is the most fundamental question in event management because any type of event absorbs a great deal of time and money. Sometimes the reason for an event is clear. It can be for example a product launch. However, it is wise to analyze the reason for holding an event in question: what is to be achieved? (Op. cit. p. 23.)

“What” is a question about objectives and deciding how these objectives can be met. An objective can be for instance to make profit but it is recommendable that the objectives are more specific. The objectives must parallel the reasons that were set to answer the question “why.” (Op. cit. p. 23-24.)

“Who” should attend the event is also related to the objectives. The question “who,” for instance, is a factor that indicates the size of the venue. If the venue is already selected, it must be controlled how many visitors it is possible to take in. It is also important to discuss such questions as which companies or managers are invited, how many associations will come, etc. (Op. cit. p. 25.)

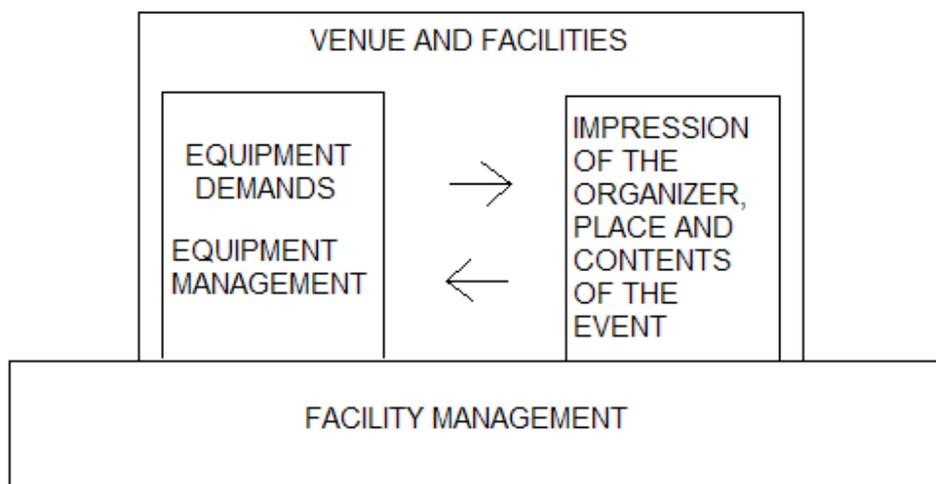
Question “when” does not only mean the date when to hold the event. It is important to set a schedule according to which the organizing team must work. When to arrange the actual event is affected for example by the availability of the venue, equipment, speakers and visitors. (Op. cit. p. 26-27.)

“Where” plays a significant role in event management. In effective event management choosing the venue is usually the most important task. The first impression of the venue must be appealing because if the first impression is poor, the visitors put the event in the same category. The most common faults in the venue are inadequate services, such as poor catering, for example. (Op. cit. p. 30.)

To conclude, the question “where” is the most important part of event management in the case of facility management which also includes the aesthetic point of view. The question covers the venue, not only as the place where the event is held, but also in many other respects. Facility management creates a base for successful event management. The picture 1 illustrates the relationship between the role of facility management and the role of the venue and its facilities. The venue creates impressions of the organizer and the contents of the event. The venue as premises creates also an impression of itself. The facilities and equipment of the venue and the functionality of them create either positive or

negative impression of the event and the venue. On the other hand, the contents and the impressions of the event create expectations and demands to the equipment and facilities of the venue. The fluency of the event and the venue is dependent of facility management. Effective and well organized facility management is a creator of a positive and strong image of the venue which can be understood not only as premises but also, in a larger perspective, as region.

Picture 1: Facility management and its relationship to the venue



There are several types of venues for events. An event can be arranged outside but also for example in a conference centre, business centre, hotel, school or culture centre. Often the event takes place in an auditorium which can be situated, among others, in any the above mentioned premises. Auditoriums are places for meetings, conferences, concerts, theater plays, educational events or seminars and therefore, municipalities often use auditoriums as a venue for events. Other organizations also either own or rent auditoriums for similar use. Auditoriums can be rented also for private use. The chapter 4 concentrates on auditoriums. The most common technical features in auditoriums are being looked at and auditoriums as sources of financial benefit are also paid attention to.

4. AUDITORIUMS AS MULTI-PURPOSE VENUES

4.1 What is an auditorium?

An auditorium is an area within a complex building which commonly has multiple purposes of function. Meetings, lectures, small-scale theatre plays, concerts and different types of video and picture presentations are the most commonly held in auditoriums (Haapoja & Tikka 1999, 44). Auditoriums are mainly situated in culture centers, conference centers, hotels and other complex buildings such as educational centers, for example.

In auditoriums, the audience is located in order to hear, watch or participate in a performance or action of some type. An auditorium is always a place in which the audience can be seated. For movie theaters, the number of auditoriums is expressed as the number of screens. (Wikipedia.) As it can be understood from earlier, auditoriums usually function as multi-purpose spaces. The seating capacity is most often approximately 100-250 seats but the number of seats can be extended even up to 400 (Auditorion suunnittelun ja rakentamisen haasteet 2000, 33). Large, high-class auditoriums can have a seating capacity of even 1500-3500 seats (Bedouk International, the worldwide meeting planners' guide 2005). For example, Malmö Exhibition and Convention Center can seat 3500 persons in its largest auditorium (Op. Cit. p. 309). The seats are usually organized as a theatre plan in which the seating is rising and the seats face directly towards the stage. This is one of the most essential factors which affect the stage visibility. (Shehata & Al-Ghonemi 2006, 138.)

As mentioned above, auditoriums do not only function as meeting facilities but also provide a space for several other cultural events and happenings. The most important ways auditoriums compare for example with theatres, concert houses and cinemas is the spatial flexibility (Haapoja & Tikka 1999, 45). The auditorium in Jyväskylä Paviljonki is a good example of spatial flexibility because the space can be divided into three separate spaces in which event can be held simultaneously (Jyväskylä Paviljonki 2006). In smaller audi-

toriums, possibilities for different types of events with help of blinds or curtains, for instance, represent special flexibility. A general characteristic of an auditorium of any size is the fact that program varies and visitors represent several different types of groups.

4.2 Technical features in a modern auditorium

An auditorium which can be regarded as modern, up-to-date and according to today's standards is technically well equipped information centre which allows a conversation between the audience and the presenter. Often also an outside party can join the conversation, for example, with video conference equipment or internet connection. A modern auditorium and its management require professional skills in facility management on the strategic, tactical and operational level. In a modern auditorium, expertise in human resources, interior design and control of technical characteristics, especially audio-visual equipment, should be obtained with help of efficient facilities management. (Auditorion suunnittelun ja rakentamisen haasteet 2000, 32.)

Below is explained what audio-visual equipment an auditorium today should include: whiteboards, overhead projectors, slide projectors, VCR and DVD players, video screen and video cameras. Translation equipment on request, video conferencing equipment and induction loops should also be available (Kamppi & Karisalmi 1999, 32). The basic equipment includes also microphones which can be lectern or portable. Video effects equipment is essential. The purpose is to enlarge the picture from a television screen, computer screen or from VCR or DVD player to the white board or silver screen. Computers with the Internet connection and office software, fax, telephones, photo coping machine and office accessories should be available at least in the building complex - not necessarily in the auditorium. (Rautiainen & Siiskonen 2007, 63.)

Often a top class auditorium provides meeting support, namely, audio-video technicians and electricians (Bedouk International, the worldwide meeting planners' guide 2005, 309-311). However, most important element in a modern auditorium is that the presenter is offered facilities which allow the event to proceed fluently. It is important that the pre-

sender is provided with such instructions that he or she is able to control the space and equipment. This is most commonly managed by a control panel in the presenter's space. The control panel should provide the possibility to adjust the lighting and control all the equipment in the auditorium. Commonly, different types of situations are programmed in the control panel so that the presenter is able to adjust the presenting environment according to what the nature of the event requires. (Auditorion suunnittelun ja rakentamisen haasteet 2000, 32.) For example, by touching a command "slide show," the system automatically adjusts the lights and sets up the equipment ready for a slide show presentation.

4.3 Auditoriums and classifications

A difficulty in evaluating the level of auditoriums is the fact that auditoriums can not be classified as for example hotels (star classification) because auditoriums and their technology develop continuously at a very fast pace. For example, an auditorium that could be classified as superior today can be old fashioned in a few years' time. In addition, classifications with auditoriums are often according to personal opinions. Some users may not need very high technology and therefore consider a middle-class auditorium excellent. On the other hand, someone may require top-class technology and therefore even a generally good auditorium may not be enough. (Impola 2006.)

The way auditoriums can be classified depends not only on the technical characteristics but also on the personnel operating the devices. Experts often perform better than amateurs. In addition, one man usually can not operate all devices as well as if lights and audiovisual devices all had a separate person operating them. This is a fact that often makes the level of small auditoriums lower. Usually small auditoriums are owned by schools or small towns and they cannot possibly afford on many experts working in the auditorium. Congress centers which also have auditoriums in the premises, such as Tampere-talo in Tampere, Finland, or auditoriums which are usually remarkable large can provide high level audiovisual performances due to the fact that there are one or more experts for each area: sound, lights and possibly other technical systems. (Impola 2006.)

4.4 Auditoriums as a source of income

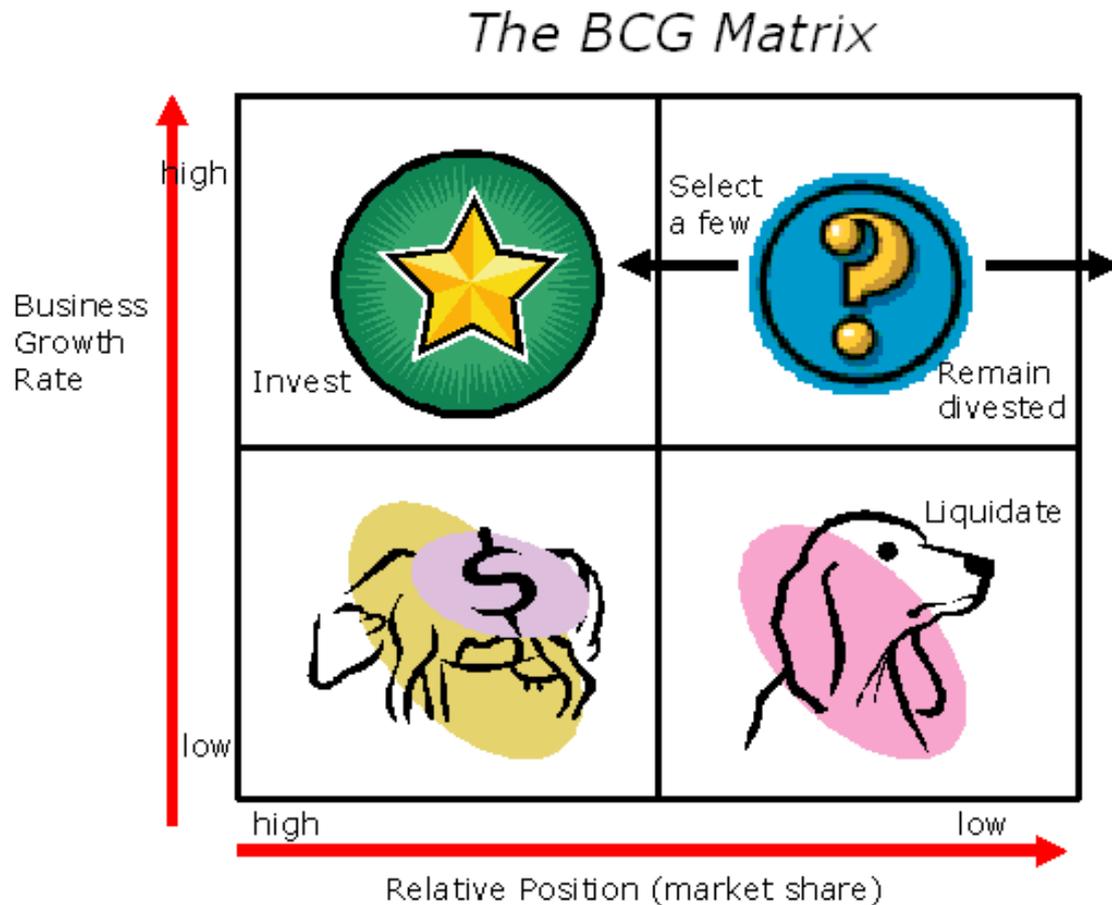
Satu Kamppi and Taru Karisalmi (1999) researched the meeting facilities in Jyväskylä region and at the moment of the investigation Jyväskylä region had 74 meeting and conference facilities of which 32 were auditoriums. Jyväskylä Paviljonki was opened in 1999 and along with the new, large, top-class meeting premises, the world of meetings and conferences triggered in the Jyväskylä region. (Kamppi & Karisalmi 1999, 35.) This caused the fact that the smaller meeting facilities needed to start targeting to different customer groups and as a result of targeting; improving the facilities according to the chosen target groups (Op. Cit. p. 41). Consequently, the level of meeting and conference facilities in Jyväskylä region had gradually started to rise. According to the research, the level of equipment and technology goes hand in hand with the intensity of focusing on meetings and conferences (Op. Cit. p. 35).

An important reason for building and equipping auditoriums is the fact that the operator can profit from the auditorium's use. For example, the BCG (Boston Consulting Group) matrix can be used as a tool to realize the sources of income and analyze their importance. The BCG matrix includes two dimensions: market share and market growth. The basic idea is that the bigger the market share the product has or the faster the product's market grows the better it is for the auditorium in terms of income. (Value based management.net.)

To be able to use the BCG matrix, it is necessary to make a product portfolio. The products in the portfolio can then be placed in the matrix in four categories according to the following principles (Value based management.net) which picture 1 also illustrates:

1. Stars (high growth, high market share)
2. Cash Cows (low growth, high market share)
3. Dogs (low growth, low market share)
4. Question Marks (high growth, low market share)

Picture 2: The BCG Matrix (Decide-guide.com).



The stars usually generate large amounts of cash and are leaders in the business. Cash cows are the foundation of the business and do not require any remarkable investments because of their low growth rate. Cash cows, however, form an important group in terms of market share. As a result of low investments and high market share, cash cows can be considered to be very profitable for the business. (Value based management.net.)

Dogs represent low market share and low growth. Therefore, dogs often cause only costs and they should be minimized in the business. Question marks usually have high demands and low returns due to low market share and that is why they easily can turn to dogs if the growth stops. (Op. Cit.)

5. CASE STUDY

5.1 Muhos Koivu ja tähti culture center and its facility and event management

Koivu ja tähti - the Birch and the Star - culture centre invites you to a world dominated by knowledge, contacts, stories and music. Story teller Sakari Topelius' great-great-grandfather Kristoffer fled with mother daring the troubles of 1714 to a small cabin in the woods of Muhos. Cassacks, however, kidnapped the boy and took him to Russia. The homesick Kristoffer escaped and found Finland with aid of the sun before traveling on to Stockholm where, by chance, he meet his mother. Sakari Topelius wrote a story about these events and give it the name "The birch and star". (Muhoksen kunta 1995.)

Koivu ja tähti culture centre is a 1920 m² complex in which the public library, a privately run cafeteria, a 207 m² exhibition hall and an auditorium operate. The culture center was built in 1997 to provide better services for the inhabitants of Muhos. The carefully considered decor furnishings create various exciting spaces for all kinds of user needs. (Koivu ja tähti kulttuurikeskus 1997.) As Siry (2002, 123) stated, aesthetics as well as social and symbolical features can play a very important role in buildings such as culture centers.

As the person responsible of cultural issues was transferred into other tasks, there was no one to take care of the cultural matters in the municipality of Muhos. In 2005, tasks related to cultural activities and matters were divided with the manager of the public library and the principle of the upper elementary school so that the principle was responsible for organizing events and the manager of the library was responsible for the culture centre as a facility. This included mainly organizing exhibitions and being responsible for the auditorium. Tasks on the strategic level, such as long term budgets and action plans were made in cooperation with both parties. Exhibitions are built by the exhibitor and the necessary equipment in the auditorium is set by the janitor. Performers or other users use the equipment by themselves but receive help from the janitor if needed. Reservation list is in the library and it can be accessed by the whole staff of the library. One person in the

library forwards the information about reservations which are to be charged. This person is also responsible for informing about the cultural events in the auditorium. Information can be seen on the website of Muhos and in the calendar of the cultural events in the regional newspaper Kaleva, which is free of charge. Paid announcements are the responsibility of the organizer of the event. (Tiepuoli 2007.)

The youth and free time board nominated a team in 2006 which was responsible for creating alternatives for various ways to organize cultural services production in Muhos. Eight different alternatives were presented and the suggestion given by the team was that one person would be employed temporarily to take the best alternative in action. The board of youth and free time, however, presented that Muhos needs one permanent person to take care of the cultural matters. The council of Muhos disagreed with the proposal and therefore, the cultural matters continued to be the responsibility of the principal of the upper elementary school and the manager of the public library. (Tiepuoli 2007.)

In July 2007 the municipal organization of Muhos went through an organizational change and at the same time, the principle of Oulujoki-opisto took over the facility management of the Koivu ja tähti culture centre and event coordination tasks in the municipality. Her responsibilities after the take-over were all tasks on the strategic and tactical level related to cultural activities in the municipality and the auditorium of Koivu ja tähti culture center. The library started to take care of the communication and information flow especially related to the reservation of the auditorium.

The technical department and the janitor work in cooperation. During the day time, the janitor works in the Koivu ja tähti culture center, the high school and the junior high school. The janitor also takes care of the auditorium, its equipment, installations and moving large items if needed. The janitor is available during events if help or advice is needed. After the janitor's office hours, the janitor services are purchased by the municipality. The municipality pays for the janitor services because the services are included in the price which the customers pay as the auditorium's rent.

To conclude, events and cultural activities in Muhos have not been organized according to any constructive plan: the youth and free time services department has organized activities for the youth, the public library has organized events according to its own action plan and the day care office has arranged some activities and events to children either on its own or in cooperation with some other party. The budget for the cultural department has been extremely small and therefore the cultural services department has been able to organize only some minimal program according to its resources.

5.2 The auditorium in Koivu ja tähti culture center

The auditorium in Koivu ja tähti culture centre provides facilities for educational events, meetings, seminars, negotiations, theatre and movie performances as well as different types of private parties and celebrations. The auditorium has a seating capacity of 250 seats and the maximum number of seats can be increased up to 300. Every second seat is equipped with a microphone. The acoustics is adjustable and can respond to both spoken and musical events' requirements. The stage is seven meters deep and twelve meters wide. The performers have their own entrances to the stage both from outside and inside. The break room and the dressing rooms are situated at the back stage. The audience can enter the auditorium from the front and from the back of the auditorium. (Muhoksen kunta 1995.)

Comparing to researches of a modern auditorium (for example, Kamppi & Karisalmi, 1999 and Rautiainen & Siiskonen, 2007, mentioned in chapter 4.2) the auditorium in Koivu ja tähti culture center includes almost all equipment needed in a modern auditorium. The technical equipment of Koivu ja tähti auditorium are listed below and the appendix 2 describes the details of the equipment accurately. The telephones, fax and the photo copying machine are not mentioned in the list because they are available in the other part of the building. There is an access to this part any time needed. In addition, the basic office accessories are available in the library. Video cameras, translation equipment, video conferencing equipment and induction loops are not available.

- The technical features of the auditorium include the following (Muhoksen kunta 1995):
- Silver screen (4x10m) and a cine projector
- Video effects equipment which can be used with the television, films, internal network system, info-television and computers
- Fixed screen (4x4m) and adjustable screen (4x4m) for overheads and a slide projector
- Sound reproduction equipment for speech, music and movies
- Overhead and slide projectors
- A computer with an Internet connection
- Theater lighting

More accurate information is presented in appendix 2.

As Impola (2006) stated in chapter 4.3 there are no official ways of classifications for auditoriums as there are for example for hotels (star classification). In auditoriums, the attention is paid to technical equipment, multi-functionality and adjustability of the space and especially to the personnel who maintain the auditorium and run its equipment. In addition, the opinions of the users count.

6. RESEARCH PROBLEM AND METHODS

6.1 Research problem

This study is based on a research on auditoriums generally in Finland and especially on the auditorium of Muhos in Koivu ja tähti culture centre. The purpose of this study was to investigate whether it is possible to make the Koivu ja tähti auditorium more profitable compared to what it has been in recent years. One of the main focuses was the equipment, facilities and premises management in the auditorium but the target was also to find out what kind of events would bring more income to the municipality and what kind of events would be desired in the venue by the inhabitants of Muhos. Successful events require effective event management which, in turn, requires competent facility management.

To be able to find out the answer to the research problem, the following questions were used as an aid. The questions were also made for drawing the line to the research problem.

1. How does the auditorium in Koivu ja tähti culture centre in Muhos compare with auditoriums in other municipalities which are about the same size as Muhos?
2. Who are the users of the auditorium in Koivu ja tähti culture centre and what is their significance as users, i.e. incomes, costs and the cultural viewpoint?
3. What are the current users satisfied and unsatisfied with?
4. Which are such events and who are such users in the auditorium that the municipality could profit from?

Events can be profitable but all events always cause costs. Costs are caused, for example, by organization, janitor services, maintenance of the venue during events, deterioration of equipment and facilities etc. This study however, excludes the costs related to the real estate maintenance and event management. The profitability is viewed rather from such

perspective that aims at finding out what kind of events would bring profit to the municipality.

6.2 Research methods

To find out the general level of auditoriums in Finland, a small research was made by taking a random sample of twelve municipalities and towns of about the same size as Muhos. The sample was taken according to the numbers of inhabitants in the towns. The Ministry of the Interior of Finland was used as a source to find out which towns to choose. The aim of this small-scale research was to find out what size of auditoriums the municipalities and towns had, what kind of events were mostly held in them and what type of equipment there were in the auditoriums. This was questioned by sending e-mail messages to the chosen places (appendix 3).

The user groups and their using percentage were found out on the basis of reservation lists of the Koivu ja tähti auditorium. The rent of the auditorium paid by the users was also seen in the reservation lists. Therefore, the lists could also be used as a tool to find out which users were profitable for the municipality. The information for the other two research questions which were defined in chapter 6.1 was gathered in two parts: qualitative interviews and surveys. The real costs of the auditorium were found out on the basis of the financial statement of the cultural department and the auditorium. The costs were calculated by adding together all expenditures from each possible section which can cause costs. These sections were for example personnel, inter-municipal rent, accessories etc. Adding these costs together provided the total annual expenditures. Costs from the years 2004, 2005 and 2006 were taken into consideration. Some experts were interviewed to specify all information.

By interviewing people who had been using the equipment of the auditorium, the experiences of the facilities and their functionality were discovered. The purpose of the interviews was also to receive information about the auditorium and its functionality as a venue for various types of events. The interviewees were selected on the basis of the user

groups of the auditorium of Koivu ja tähti culture center. At least one person from each user group was interviewed. The people who were to be interviewed were found from the auditorium's reservation lists. The contact was made by telephone by which a suitable time for face-to-face interview was agreed on. Some questions were roughly outlined in advance to be able to use them as a guideline in the actual interview situation (appendix 4). Approximately one hour was used for each interview session. In addition to the persons from each auditorium's user groups, the janitors of the Koivu ja tähti culture center were also interviewed. The reason for this was the fact that the janitors always cooperate personally with every user of the auditorium and are very familiar with the facilities and equipment.

In the surveys, the audience was asked what kind of events they would be willing to participate. In other words, the purpose of the surveys was to find out which events or artists would be so attractive that the audience is willing to pay entrance fees. The entrance fees would generate income to the municipality. The reason for the surveys was also the fact that the results describe the demand for events in the auditorium, which is crucial information to the municipality's cultural department.

According to the information received from the head of the cultural department of Muhos, the audience in the auditorium of Koivu ja tähti culture center are mainly people from Muhos (Koivisto 2007). Therefore, randomly selected sample of 80 inhabitants of Muhos were asked what type of events held in the auditorium they would like to participate in. The surveys were executed orally like interviews. The surveys were done in the library in the Koivu ja tähti culture centre on Monday and Tuesday because those are the busiest days in the library. The library has approximately 600-800 customers on both days and all age groups with several kinds of backgrounds are represented. (Tiepuoli, 2007.) The following age groups were taken into consideration: people younger than 20 years, 20-40 and over 40 years. Approximately twenty persons were surveyed from each age group. Questions which were made beforehand were used as a guideline for the survey (appendix 5).

7. RESEARCH RESULTS

7.1 The auditorium in Muhos compared to other auditoriums

According to the Statistics Centre of Finland, the municipality of Muhos had 8240 inhabitants on the 31st of December in 2005. The table 1 lists the municipalities and towns and their numbers of inhabitants that were taken into consideration in the research.

Table 1: Municipalities and the numbers of inhabitants (Source: Väestötietojärjestelmä).

Name	Number of inhabitants
Asikkala	8 560
Kauniainen	8 457
Hausjärvi	8 419
Kokemäki	8 365
Toijala	8 348
Elimäki	8 346
Muhos	8 240
Oulainen	8 101
Kauhava	8 026
Loppi	7 964
Haapajärvi	7 882
Virrat	7 851
Suonenjoki	7 766

Generally, towns of about 8000 inhabitants had auditoriums which could be used for multiple purposes. Mostly, meetings, theater and music performances and lectures were held in them and the average seating capacity was about 200 or 300 seats. Three out of twelve towns did not have a separate auditorium but used other types of spaces for meetings and other events. For example, Hausjärvi which is a municipality of approximately 8400 people in Southern Finland did not have an auditorium but had various premises for many types of events (Hausjärvi). Both auditoriums and other type of premises for meetings and events were equipped with a slide projector, overhead projector, fixed silver screen and the most common audio-visual equipment. In most auditoriums, there was at least a limited possibility for theater lighting.

On the basis of this brief look into some other auditoriums, it can be said that the auditorium in Muhos is very similar to those in municipalities which were taken into consideration in this study. The auditorium in Muhos has a sufficient seating capacity and the equipment is satisfying. The facilities, according to this research, allow the cultural repertoire to be rich in Muhos. A positive remark is that the facilities in Muhos provide a possibility for even more variable cultural life than in many other municipalities. Many of the municipalities considered in this research did not even have such facilities as in Muhos. This is positive because it offers high standard facilities for events also to other municipalities in the neighborhood, which could be a source of income to the auditorium in Muhos.

7.2 The users of the auditorium

The main users of the auditorium are the departments inside the municipal organization. Those are for example library, youth and free time services, Oulujoki-opisto, public schools and other departments such as social and health care services, children's day care and catering services. In addition to these, the facilities are used by local organizations, associations and individual inhabitants. The auditorium is available also for operators outside the municipality, which mostly come from the neighborhood of Muhos. (Appendices 6 a-c.)

The users operating inside the municipal organization mostly hold events such as meetings or educational and informational happenings. Concerts and theater performances are also organized mostly by municipality's own departments. The local users hold mostly similar type of events as the municipal departments. Private users instead, hold primarily happenings such as birthdays or family gatherings. Outside users hold meetings or informational happenings but also make business, such as movie theater. (Auditorion varauslistat 1997-2006.)

According to the appendix 6a, the main user of the auditorium in 1997 was the public library. This is most likely due to the fact that the premises were new and the library organized several small events in which the main purpose was to present the premises (Tiepuoli 2007). Another reason could be the fact that the library and the auditorium are located in the same building. A reason for the library's active use of the auditorium can also be its aim to increase cultural activities in Muhos. The percentage of the library's use has decreased by the year 2006 because there is no need for presenting the facilities. This is most likely because the premises are not new and most users are already familiar with them. In addition, many lectures that the library used to hold have been transferred to the public school because the schools offer a possibility for students to use computers. However, the number of cultural events, such as literature related events, concerts and theater plays for children organized by the library has increased even though the total use of the library has decreased. (Tiepuoli 2007.) Even though library's use does not generate profit, this can be considered a positive change because it reveals that some demand for cultural events exist in Muhos. Library has also had a great significance in making the culture center known for the public.

Appendix 6a shows also that movies formed a remarkable part of the use of the auditorium beside the library's use in 1997. A private user rent the auditorium for showing movies which the inhabitants of Muhos used to very actively participate in. However, the number of movies shown in the auditorium has remarkably decreased and in 2001 the movies formed only 9% of the total use whereas in 1997, it was 17%. The percentage of

the movies shown in the auditorium has kept decreasing and in 2006, it was only 8% of the total use. (Appendices 6a-c.) The entrepreneur of movies has changed after the year 1997 (Tiepuoli 2007). The number of movies shown in the auditorium has decreased after the change over but according to the present entrepreneur, the movies are shown less due to the fact that there are not enough audience for more several movies. The movies are shown presently as many times as it is optimal in terms of profitability considering the entrepreneur of movies. (Alatalo 2008.) The movies are an important source of income for the municipality because the rent is paid by an outside user. Movies increase the cultural repertoire of the municipality.

As it can be seen in appendix 6a, music school which is a part of Oulujoki-opisto, was one of the biggest users in 1997 but its activeness has decreased noticeably. This is due to the fact that the use of the auditorium has generally increased and therefore, free hours for its use has been more difficult to find at appropriate times. Thursday evening use used to be free of charge but nowadays all Thursday evenings must be paid for because the library is only open until four o'clock in the afternoon and therefore, the janitor services must be ordered separately. This has also decreased music school's use. Music school has sought alternative venues for concerts and lessons. (Kauppila 2007.) The music school enriches cultural life in Muhos even if it does not bring any profit.

Public schools in Muhos have been using the auditorium very actively and in 2001, public schools were the biggest user of the premises. In 2006, the public schools used the auditorium 44% of the total use. (Appendix 6c.) Obviously, the possibility to use the auditorium for free encourages public schools to use the facilities because the auditorium is an ideal place for examinations and lectures. The schools as users do not generate profit but increase the percentage of the auditorium's total use. The possibility for small-scale catering services has also increased the use in terms of parent evenings and other similar events. Schools themselves do not run cafeterias or other catering services at evening time. (Tiepuoli 2007.)

Cultural services have used the auditorium decreasingly. In 1997 the percentage of the use was 9% and in 2006 only 4%. (Appendices 6a-c.) This is due to the fact that the municipality has not had any full-time employee to concentrate on the cultural services (Tiepuoli 2007). The budget for cultural services has also minimal and has decreased year by year (Economical statistics 2002-2006). Cultural services, however, should have an important role in the municipality and its service production. Cultural services do not generate profit for the municipality as such but there is a possibility for income if for example entrance fees are charged. This increases the significance of cultural services as a user of the auditorium.

Other municipal services, which are social and health services, catering services, technical services and administration services, have shown growth in the use of the auditorium from 9% in 1997 to 11% in 2006 (appendices 6a-c). These departments pay rent for the auditorium's use but the money transfers within the municipal organization and therefore cannot be counted as real income. However, the total percentage of the auditorium's use increases if these departments use the premises actively.

Local inhabitants and organizations have not shown any remarkable change in the use of the auditorium. The use has been approximately 8% during the years 1997-2006. (Appendices 6a-c.) However, a growing use would be important in terms of income. Local inhabitants and organizations are the other party, in addition to outside users, that pay rent for the auditorium's use and generate income.

Oulujoki-opisto nowadays uses the auditorium more than in 1997 even though it still does not act as a very remarkable user. The use has grown from 1% to 5%. In 2001 the use has been even 7%. (Appendices 6a-c.) Oulujoki-opisto can use the auditorium for free during the library's opening hours but in certain cases, must pay rent when the library is closed. This is due to the fact that the janitor services in that case must be ordered separately. Oulujoki-opisto is run under the municipality of Muhos and normally would pay rent for the use of the auditorium. However, the reason why the use during the library's opening hours is free is the contract that Oulujoki-opisto has made with the cul-

tural department of Muhos. Oulujoki-opisto provides shows free for the municipal organization in the auditorium and acts as a co-operator in the events organized by the cultural services department. Therefore, Oulujoki-opisto can use the facilities free of charge. (Tiepuoli 2007.)

Youth and free time services did not used to play an important role as a user of the auditorium but they have started to use the auditorium recently and in 2006 the percentage was 6% of the total use (appendices 6a-c). This department does not generate profit but has an important role especially in the production of services for the young inhabitants of Muhos.

Outside users are the most important users in terms of profitability because they are the only users that pay full rent for the use of the facilities. Unfortunately, outside users form a minor group in the total use. In 2006, they rented the auditorium only 3% of all users (appendix 6c).

7.3 Costs and incomes of the auditorium

According to the reservation lists of the auditorium of Koivu ja tähti culture centre, the auditorium of Koivu ja tähti can be used for free by the public library of Muhos, cultural services, youth and free time services and public schools. The auditorium can also be used for free by a party that organizes an event in co-operation with any of above mentioned municipal departments. The public schools can use the auditorium free of charge at day time but must pay for janitor services after office hours. All other users are liable for paying rent for the use of the facilities according to the rules presented in table 2.

Table 2: Prices of renting the auditorium without VAT (Muhoksen kunta 1995)

	Outside users	Inhabitants of Muhos
1-4 hours (one price)	113,72 €	37,90 €
Extra hours (after 4 hours price per hour)	37,90 €	11,39 €
One day	227,45 €	75,81 €

The profits from the auditorium consist solely of the rents which are paid as follows: The outside users pay according to the using hours minimum 113,72 euros. Inhabitants of Muhos also pay according to the using hours but only 37,90 euros at minimum. More accurate information about the prices can be seen in table 2. Within the municipal organization, the separate departments pay the same price internally as the inhabitants do. However, schools and users under the youth and free time services department are excluded because they can use the auditorium for free. Other users for whom the use of the premises is free include the public library, cultural services department and Oulujoki-opisto. The table 3 presents the incomes generated from rents in years 2004-2006.

Table 3: Incomes from the rents of the auditorium in 2004-2006 (Real expenditures of cultural services 2004-2006)

	External incomes	Internal incomes	Total
2006	2 771,58 €	804,09 €	3 575,67 €
2005	1 931,96 €	1 012,94 €	2 944,90 €
2004	2 669,51 €	1 137,61 €	3 807,12 €

The costs of the auditorium consist of the following: The technical department charges rent from the auditorium approximately 61000 euros per year. Personnel costs mainly include the janitor's salaries. Costs cause also various service purchases such as insurances or phone operator services, for instance. Purchases such as toilet paper, soap or office accessories also cause annual costs. In addition, there can be some random costs which may vary yearly. Table 4 indicates the auditorium's costs in the years 2004-2006.

Table 4: Costs of the auditorium in 2004-2006 (Real expenditures of cultural services 2004-2006)

	2006	2005	2004
Rent	61 032,36 €	61 032,36 €	61 032,36 €
Personnel	4 124,24 €	3 318,90 €	3 335,26 €
Services	6 205,73 €	5 579,76 €	5 358,51 €
Accessories	60,88 €	1 567,14 €	124,14 €
Random	29,51 €	239,88 €	0,00 €
Total	73 458,72 €	73 743,04 €	71 854,27 €

As it can be seen from the tables 3 and 4, the incomes do not cover the costs of the auditorium. This is because the auditorium is partly used for free and the premises have not been marketed at all as there has not been anyone responsible for such task. The reason for low renting fees is the fact that low prices keep the using percentage high. Perhaps the rents are also kept low because the continuously occurred unexplainable interferences in the equipment which has been found out in the research of which results will be shown in chapter 7.5.2. The equipment however, will be partly renewed and fixed during the year 2008. Therefore risen prices in the rents can be expected in the near future.

7.4 Users in profit generators' role

The table 5 presents happenings in the auditorium of Koivu ja tähti culture centre sorted into the BCG matrix which is explained in chapter 4.4. A happening can be any kind of a gathering, for example a meeting, educational or informational lecture, party etc. The happenings in the table 5 have been placed with help of the pie chard from the year 2006

in appendix 6c. The results collected from surveys which concentrated on cultural events have also been used as help.

The BCG matrix has originally been developed for business life. In this case, the matrix has been used for municipal surroundings. Therefore, all terms cannot be understood literally. For instance, the dogs in business life should be liquidated. In the case of the auditorium in Muhos, the dogs are happenings organized by users inside the municipal organization and they use the auditorium without charge. Liquidation, however, is not a convenient solution because it would remarkably decrease the total percentage of use. Happenings that are organized by the users, who do not pay rent, do not generate monetary income but, it can be said that the municipality receives some intangible advantage by offering, for example, activities for the inhabitants. On the other hand, it is possible that the auditorium could receive income by eliminating the free use. However, the received income would move only between municipal departments. The only benefit could be a more effective use of the auditorium because the unused reservations most likely would diminish.

The movies are placed as stars because they are shown regularly and they are reliable profit bringers. Movies always generate some income to the auditorium. In addition, the demand for movies is steady or even growing especially in cases of newly released movies. In the surveys which questioned about events that the respondents wished the movies were not mentioned in any age groups. However, the movies can be considered very popular because most people in Muhos are already familiar with the fact that movies are regularly shown in the auditorium.

Cash cows, which are happenings organized by other municipal services occur regularly. These users mean all parties inside the municipal organization excluding library, music school, cultural services, Oulujoki-opisto and youth and free time services. Other municipal services most usually organize meetings or informational occasions. The profit to the auditorium from other municipal services is minimal but steady. However, the profit is not pure to the municipality, such as for instance, in private businesses, because the mon-

ey moves inside the municipal organization from one department to another. Yet, the significance is not minimal because all the happenings arranged by municipal organizations increase the total use of the auditorium. Happenings organized by local inhabitants and organizations; instead, bring profit to the municipality as they bring such to the auditorium. If these happenings were increased noticeably, the municipality could profit from them so that the happenings could be moved to the group of stars in the BGC matrix.

Happenings arranged by those who come from other municipalities would be effective profit bringers. Unfortunately their use of the auditorium is so occasional that they must be considered question marks. By increasing the activeness of this quarter, the profits would also increase very remarkably.

Table 5: Happenings in the BCG matrix according to profitability in 2006

<p>Stars:</p> <p>Happenings organized by outside users = movies</p>	<p>Question marks:</p> <p>Other happenings, except for movies, organized by outside users.</p> <p>Risky happenings organized by other municipal services.</p>
<p>Cash cows:</p> <p>Happenings, organized by other municipal services except for the library, music school, cultural services, Oulujoki-opisto and youth and free time services.</p> <p>Happenings organized by local inhabitants and organizations</p>	<p>Dogs:</p> <p>Happenings organized by the library, music school, cultural services, Oulujoki-opisto and youth and free time services.</p> <p>Cultural happenings organized together with municipal organization</p>

7.5 Opinions about the auditorium in Koivu ja tähti culture center

7.5.1 What are the users satisfied with?

Over all, the users are quite satisfied with most things in the auditorium as a service entity. There is no need for any new equipment that does not yet exist in the auditorium. The users are especially satisfied with the cafeteria. The cafeteria offers services from Monday to Friday from 7 a.m. to 3 p.m. and during any events in the auditorium. Catering service is also available on request at any time. The users of the auditorium wish that the cafeteria could be open perhaps even until seven p.m. The dressing rooms also bring satisfaction with their modern atmosphere and spaciousness.

The cafeteria seems to be a pull-factor that is essential in acquiring new customers to the auditorium. The more resources the cafeteria has the more people are interested in the use of the auditorium. For example, a terrace in summertime would most likely capture some attention and possibly make people stop at the culture centre. This could not directly bring any new customers to the auditorium but would make the place known and possibly indirectly bring new customers. A terrace would be possible to build and could be included in the improvement plan in a few years time.

7.5.2 What are the users unsatisfied with?

The biggest problem of the auditorium in Koivu ja tähti culture center seems to be the unreliability of the equipment. 60% of the respondents referred to this problem particularly. The equipment may work perfectly at first and then in the next moment stop working. Most times, there are continuous failures or interferences when the equipment is in use. As it is said in chapter 7.2 and can also be seen in appendix 6c, the percentage of outside users is minimal. This can perhaps be explained by the unreliability of the equipment.

The auditorium cannot be marketed to outside users because good quality cannot be guaranteed.

The lighting system received critique from 50% of the users. There are no spot lights at all and the adjusting system is poor. To be able to improve the general level of the equipment, the lighting system should be renewed. At the minimum, spot lights and a control desk for lights should be installed.

A serious problem with the auditorium is the lack of storage. Such a problem was remarked by 30% of the interviewees. The backstage is used as storage because there is no proper space for storing. Good storing facilities would allow equipment to be moved between the auditorium and the storage room according to the type of event and its needs. This would allow the selection of the auditorium's equipment to be increased because for example, extra speakers could be purchased for musical shows and concerts. A possibility for such equipment would remarkably increase the resources and most likely also bring new customers. Good audio equipment is a factor that musicians appreciate and therefore, could increase the chances to receive more famous performers. The entrance tickets in this case would increase the auditorium's profitability as well as the percentage of use.

The ventilation system received critique from 30 % of the users. The auditorium had been too cold and drafty many times in the beginning of an event and as the events had proceeded, the air had become hot and thick. Improper ventilation affects negatively both the performers' and audience's comfort.

One of the very remarkable problems in the entire system of managing the auditorium and the related facilities is the reservations management. Fluent communication is crucial to be able to control the flow of information faultlessly. The communication errors in the case of the case study were mentioned by 30% of the interview respondents. Overlapping reservations had occurred a few times and the information about reservations had not been complete. This most likely is due to the system how reservations of the auditorium are managed. It is possible to access the reservation system by the library staff and the

principle of the free time services department. Not all of those are sufficiently informed how the reservation list should be filled in. Another flaw is the fact that not everyone who uses the reservation system is conscious about all information that is needed in managing the auditorium. Many times had happened so, that information given to customers had not been accurate.

The premises in the culture centre are attractive and suitable for versatile events. However, any negotiation rooms do not exist, which would be necessary for larger meetings, work shops or other events that require gathering in small groups. In addition, space for dining is lacking completely. Dining has usually been organized in the exhibition hall which is uncomfortable for diners because of the library's customers who also spend time in the same space. Also the entrance is directly to the exhibition hall which means that it is impossible to eliminate outsiders from the dining space.

Many of the interviewees stated that some additional services and activities might increase the use of the auditorium. For example, suggestions of activities such as games in the lobby were received. In addition, old books and magazines could be placed in the lobby. This could increase at least the sales of the cafeteria because it is situated in the lobby.

7.6 Events wished by survey respondents

A survey was made to find out what would be such events or artists that people in Muhos would be interested in. The survey revealed that people younger than 20 and those in their early twenties were mostly interested in concerts, stand-up performances and various events in which the audience can actively participate (e.g. music jams). People ages of 20-40 were interested in lectures and seminars with qualified and skillful lecturers. Some were even willing to pay entrance fees, which is usually a necessity in case of professional performers. People older than 40 years were also interested in various concerts, theatre plays and other events related to arts and culture.

However, in most cases, the audience wished to see such performers who often charge high fees for their shows. Those events would not bring any profits to the municipality because the income from entrance fees most likely would not cover the pay for the performers. Performers rarely want to rent the auditorium and collect the income themselves from entrance fees. On this basis, it seems that the only user groups that can be considered potential profit bringers are those who need facilities for meetings and conferences.

The survey brought forward a general feeling that more cultural events should be organized in Muhos. Especially older generations were unsatisfied with the repertoire of events in Muhos. However, this result cannot be generalized because of the small sample taken for the survey. The young people seemed to be very interested in participating in the events organized by the cultural department. The young just may not have the knowledge to go and suggests their variable ideas to the right parties. Yet, the cultural life for the youth is quite likely the best functioning area in the cultural life of Muhos.

8. CONCLUSIONS AND DEVELOPMENT SUGGESTIONS

According to the BCG matrix (the table 5 in chapter 7.4), the stars, in this case the movies are the most profitable events for the auditorium in Muhos. Those should definitely remain in the event repertoire. To profit more from events held in the auditorium, the aim should be to transfer the cash cows and question marks to the group of stars. If question marks include such events organized by the user inside of the municipal organisation, which are risky or unlikely to succeed, they should be eliminated. On the other hand, the question marks include also events which are organized by outside users. These are profitable and non-risky and therefore, they should remain. The goal would be to change them into stars by attempting to acquire more artists and other performers who rent the auditorium on their own or are paid by another outside user.

The cash cows in the case of the auditorium in Muhos are mostly those who operate inside the municipal organization. Profiting more from the cash cows would mean that more users outside of the municipal organization should be acquired. The operators inside the municipal organization do not generate profit and change into stars because the income moves only inside the municipal departments.

8.1 The equipment and facilities of the Koivu ja tähti auditorium

Compared to auditoriums in municipalities which are about the same size as Muhos, the equipment and facilities in the auditorium of Koivu ja tähti culture centre are satisfactory. According to the interviews and surveys, any new equipment is not necessary. For those who want to gather together for meetings in Koivu ja tähti auditorium, the equipment is sufficient.

As explained in chapter 7.5.2, one of the main problems the users had spotted was the unreliability of the equipment. Most likely and unfortunately this problem can not be eliminated completely but should be possible to minimize. Most likely the problems are due to the interferences in the plugs that are situated under the floor. The solution would

be a protected channel into which all the plugs are placed. An important factor would be that the channel is easy to clean from dust, which is one of the causes of interferences. Another factor is the accessibility. At this moment anyone can access the channel but to be able to prevent the interferences, no one but the person in charge of all the equipment should be able to access it. In case of the Koivu ja tähti auditorium, it would be also important to renew the cables and the power points, which are placed under the floor. This would diminish the unexplainable problems with the equipment. The equipment need to be regularly updated because the world of meetings and conferences is very sensitive for changes.

The lighting in the auditorium received critique from the half of the interview respondents. Lighting variety alternatives were experienced insufficient. Adjustable spotlights with multiple colors would remarkably increase the quality of theater and music performances. This would strengthen the image of the auditorium and receive positive feedback from the performers. It seems reasonable to assume that the auditorium becomes known more widely through the feedback, which would possibly bring more events to the group of stars. As a result, marketing the auditorium could be executed more widely and targeted on different groups.

It can be assumed that the back stage and the dressing rooms also strengthen the image of the auditorium because those received numerous positive comments in the interviews. However, the problem was that the facilities for performers and other users of the auditorium have been taken into a storage use. Space for storing the movable equipment and sets is lacking and the fact that the back stage facilities are used as storage, the fire safety in the auditorium does not possibly meet the general fire safety regulations.

By building an extension to the culture centre, a storage room would be possible. The idea for an extension could be even realistic in terms of implementation in a long run. The extension could be included in the budget approximately in ten years' time. If the extension was built, some meeting rooms and improved lighting equipment could be projected at the same time.

The lighting, however, is not the most urgent target of development. More important is to concentrate on the ventilation. Feelings about air qualities, such as heat, draft, lack of oxygen or humidity, for instance, are always personal and often dependant on clothing. If the measures of those qualities meet the regulations, the reason for dissatisfaction about the ventilation is more problematic to find out. The sample of the interviewees in this study is limited and therefore this study cannot prove whether the dissatisfaction is a result of errors in the ventilation system or the reclamations are due to personal experiences.

8.2 Receiving reservations of the auditorium

To be able to make the auditorium profitable, a competent and comprehensive reservation system should be taken into operation. A person who is responsible for communication with the customers could provide such service that paying customers are eligible for receiving. At the moment of this research, the library staff has been responsible for the communication. This system is not acceptable because the library staff cannot dedicate their work to the auditorium's customers as they must rather dedicate to the library work. In addition, it cannot be considered a matter-of-fact that all employees in the library are well informed about all technical and other details of the auditorium and its equipment. In other words, the chain of events from the reservation to the billing should be completed by a person who is perfectly aware of all steps and details included in the process. If it is not possible that one person is in charge of the reservation process, it is essential that all those who are allowed to complete the reservations, are thoroughly orientated to the total process and are well aware of the information that the reservation process requires.

8.3 Events and other possibilities to generate profit

The main focus of the improvement plan of the auditorium in Koivu ja tähti culture center was to make the premises more profitable. An important objective was also to in-

crease the user activeness. To be able to generate profit it would be necessary to increase the number of outside users instead of concentrating on the users who can use the auditorium for free. It is always a challenge to win paying customers to a small municipality which has hardly any entertainment and recreation services. One way to increase the number of outside users could be effective marketing, which would require reliable equipment. Reliable equipment would create a reliable basis for the marketing. Marketing and reservations should be conducted by one person who is dedicated particularly for this task.

If the equipment was up-to-date and definitely reliable, the auditorium in Muhos could be classified as modern and of good quality. To increase the use of the auditorium and especially, to attract new users who pay the highest rent, a marketing plan should be implemented. When the product and service is high quality, the marketing plan is convenient to implement. However, it requires an employee who is also a specialist in all matters related to the auditorium. Without investing in know-how of the auditorium and its marketing it can not be expected significant increase of profitability. Without the facilities being able to meet or even exceed expectations, marketing is not beneficial

More cultural events were wished and it is quite obvious that famous names as performers in the auditorium in Koivu ja tähti culture center would strengthen the image of the town and the venue. They could also bring income because many were even ready to pay an entrance fee to a concerts of professional performances. To increase the cultural offerings the most convenient way is the question that requires additional research.

The only events that can be considered a potential profit generator, however, are those who need facilities for meetings and conferences. Admittedly, large-scale meetings and conferences are also good for the image and reputation. In addition, the service industry in Muhos would grow and profit as a result. For example, more catering and accommodation services would be needed without a question. However, the positive effects require the events to be successful. In the auditorium of Koivu ja tähti culture centre, updating

the equipment is vital but to be successful at hosting large-scale events, the focus must be targeted more to other event-related services.

In addition to technical equipment in the auditorium, services such as recreation, accommodation and catering would be an important aspect to concentrate on. Possibilities for overnight accommodation, some activities and catering services could be factors that interest people from the surrounding municipalities. Possibilities for overnight events are quite limited because of the small sleeping capacity in local hotel. Oulu is the nearest town with sufficient capacity for accommodation which would mean over thirty kilometers' trip to the accommodation facility. Catering service would also be challenging to arrange especially for larger groups because there are several criteria set for a fully functional catering facilities, which the facilities in Koivu ja tähti culture centre can not meet. A few of such criteria are listed below:

- The dining area should be so spacious that all diners can dine at one set of catering.
- The area for food preparation should be ventilated so effectively that any fumes and odors cannot access the other areas in the building complex.
- Food and beverages should be possible to transport so that the transportation is not visible to the visitors or exhibitors. (Rautiainen & Siiskonen 2007, 59.)

Having said that, it seems to be unrealistic to concentrate on meetings and conferences which would last longer than a day or which would include remarkably large numbers of participants. As mentioned earlier, accommodation and dining arrangements would require co-operation with other parties - not only the municipality itself can create all services without the assistance of the private sector in tourism and catering industry. Tourism in Muhos should be triggered at a very fast pace by the private companies and organizations to be able to offer the necessary services. As also noticed earlier, the problem is not only the service production but also the lack of sufficient facilities and dedicated personnel. However, in Muhos being a growing municipality with numerous resources and

possibilities, there is always a pinch of hope for development meetings, conferences and other cultural events.

Solving the problems in the auditorium of the Koivu ja tähti culture center in Muhos brings flexible operation. It is also the corner stone when thinking about marketing. Facility manager is perhaps not needed but tasks related to facility management should be more centered.

9. FINALLY

Facility management covers a wide range of features related to buildings and their systems. The goal of facility management is to support the core operation of an organization which can be understood also as physical surroundings with goal-oriented action. Facility managers have a growing importance in organizations. They affect both on strategic and tactical level but mostly on operational level.

The purpose of this study was to find out ways to increase the profitability of the auditorium in Koivu ja tähti culture center in Muhos. The main focus was on equipment and facilities. It is also possible to generate income through various cultural events. Such events diversify the offerings to the inhabitants and they are also a way to strengthen the image of the municipality. Therefore, one goal was to research what kind of events the inhabitants would like to participate.

Generally speaking, the auditorium in Muhos is good compared to towns and municipalities of about the same number of inhabitants. Especially the cafeteria and dressing rooms received positive comments. Problems, however, exist. For example, unreliability of the equipment, few adjusting possibilities of lighting, lack of storage, problems in ventilation system and reservations appeared as negative sides.

Some development suggestions were presented. Marketing is important, but it requires reliable equipment and reliable reservation system. Marketing should focus on users, who come from outside of the municipal organization and, in order to support profitability, the focus should center even more on users from the neighbor towns and municipalities of Muhos. Facility manager is perhaps not needed but tasks related to facility management should be more centered.

The people in Muhos were interested in participating in several types of events. Many were even ready to pay an entrance fee to a concerts of professional performances. More

cultural events were wished. To be able to arrange this the most convenient way is the question that requires additional research.

When collecting information, written resources and expert interviews were used as tools. Several qualitatively conducted interviews and surveys were also used as sources in order to collect a relative sample of opinions. The interviews were an excellent way to gather detailed information. There were plenty of time to go through each question and even some new viewpoints appeared along the discussion, which were not planned to be included in the interviews. Most of the respondents were cooperative and truly interested in the topic. The negative point in concerning the interviews was the fact that some of the interviewees were afraid that their names and personal opinions would come into public awareness. This might have limited the contents of the discussions during the interviews. However, a positive fact about knowing the interviewees is that the author is able to contact them later for instance for additional information.

The surveys were an easy and fast way to gather opinions and comments from many different types of people. The downside of the survey was that the respondents in many cases did not have time to concentrate on the answers. Further information was impossible to receive later on because the responses were given anonymously. Another disadvantage in conducting the survey was that the sample of the respondents was not perfectly representative because the respondents were selected randomly during a limited period of time. Those people who do not visit the culture centre were not represented at all, which lowers the reliability of the results.

BCG-matrix has been developed for business world. In this study it was used for the purposes of a municipal organization. The matrix was helpful in organizing events so that the targets of development became distinguishable. However, it must be recognized that the auditorium and its events have other purposes but the profit only and therefore, the matrix had to be used with careful consideration..

Most important is that the auditorium in the Koivu ja tähti culture centre will be used as much as possible. Profitability is desirable, which in some cases can occur. Those events that generate profit are always welcome as long as Muhos has resources to host them. However, the main focus will stay in inside users and in local inhabitants and organizations even though any remarkable profits will not be gained.

Nowadays organizations are aware of the fact that facility management has an important role especially in building complexes in which technical equipment is used. At minimum, equipment that is technically complex requires expertise. There are different options for organizations how facility management operations can be carried out. However, facility management must always be paid attention to in order to allow effective functioning of any type of a building.

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APPENDICES

Appendix 1: Definitions of Facility Management

Sample of facility management (FM) definitions (modified: Tay & Ooi 2001)

Becker (1990)

FM is responsible for co-ordinating all efforts related to planning, designing and managing buildings and their systems, equipment and furniture to enhance the organisation's ability to compete successfully in a rapidly changing world.

Nourse (1990)

FM unit is seldom aware of the overall corporate strategic planning, and does not have a bottom-line emphasis.

Cotts & Lee (1992)

The practice of co-ordinating the physical workplace with the people and work of an organisation; integrates the principles of business administration, architecture, and the behavioural and engineering science.

Regterschot (1993)

Facilities Management is the integral management (planning and monitoring) and realization of housing, services and means that must contribute to an effective, flexible and creative realization of an organisation's objectives in an ever changing environment.

Park (1994)

Facilities Management is the structuring of building plant and contents to enhance the creation of the end product. As with all systems it is the generated benefit to the business or activity that matters, not the system itself.

Barrett (1995)

FM is an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of an organisation in order to create an environment that strongly supports the primary objectives of that organisation.

Alexander (1996)

The process by which an organisation delivers and sustains support services in a quality environment to meet strategic needs.

Then (1999)

The practice of FM is concerned with the delivery of the enabling workplace environment -the optimum functional space that supports the business processes and human resources.

Hinks and McNay (1999)

...common interpretations of the FM remit: maintenance management; space management and accommodation standards; project management for new-built and alterations; the general premises management of the building stock; and the administration of the associated support services.

Varcoe (2000)

...a focus on the management and delivery of the business "outouts" of the both these entities (the real estate and construction industry); namely the productive use of building assets as workplaces.

Nutt (2000)

The primary function of FM is resource management, at strategic and operational levels of support. Generic types of resource management central to the FM function are the management of financial resources, physical resources, human resources, and the management of resources of information and knowledge.

Van den Ende (2000)

Facility Management is the effective, efficient and integral management of all facilities, thus enabling organisations to continuously meet their objectives and achieve an optimum feeling of well-being for people in their workplace.

IFMA (2003a)

Facilities Management is a practise of coordinating the physical workplace with the people and work of the organisation. It integrates the principles of business administration, architecture and the behavioural and engineering sciences.

FIFMA (2003)

The purpose of Facilities Management is to produce, maintain and develop real estate and support services for the strategic needs of organisation core business.

BIFM (2003)

As the practice of coordinating the physical workplace with the people and work of an organisation.

Nordic FM (2003)

FM is also seen as an integrated approach to operating maintaining, improving and adapting buildings and infrastructure of an organisation in order to create an environment that strongly supports the primary objectives of organisation.

Source: Lindholm 2005.

<http://www.tkk.fi/Yksikot/Kiinteisto/julkaisut/verkkojulkaisut/julkaisuB113.pdf>

Appendix 2: The technical equipment in the auditorium of Muhos

AV-EXPERTIT OY 1/3
 PL 637
 40101 JYVÄSKYLÄ

Muhoksen kunta
 Tekninen osasto
 PL 39
 91501 Muhos

AV-URAKKA

AV-PERUSLAITTEET

Valkokangas Aluvision Cinecitta 4000x4000	1
Valkokangas Aluvision Cinecitta 4500x4000	1
Valkokangas matta 10000x5000	1
-alatukkikangas	
Piirtoheitin Liesegang HR 575 KC	1
Diaprojektori Sinda 3462	
-obj. 100-200 mm	1
-ir-ohjain	1

VIDEOLAITTEET

S-VHS-nauhuri Panasonic NV-HS 1000 EC	1
Dokumenttikamera Panasonic WE-160	1
Tarkkailumonitori Panasonic CM 1000	1
Data/videoprojektori Elektrohomen Vista Pro, linssi 5:1	1
Atk-sovitin Extron RGB 300	1

AUDIOLAITTEET

A) Ohjelmaaäni	
Vahvistin AB INT L 950A, bassokaiuttimet 2x600w	1
Vahvistin AB INT L 600LX, pääkaiuttimet 2x425w	1
Vahvistin AB INT L 400LX, takakaiuttimet	1
Vahvistin AB INT L 400LX, keskikaiutin/puhe	1
Aktiivijakosuodin RCF Event XEQ	1
Ohjattava volumesäädin AVX	1

AV-EXPERTIT OY
 PL 637
 40101 JYVÄSKYLÄ

2/3

Muhoksen kunta
 Tekninen osasto
 PL 39
 91501 Muhos

AV-URAKKA

Bassokaiutin RCF ESW 1015	2
Pääkaiuttimet RCF Event 3000	2
Elokuvakaiuttimet L ja R RCF Event 3000	2
Takakaiuttimet RCF Monitor 4	6
Keskikaiutin RCF Event 1000	1
Ekvalisaattori AB INT`L 215 EQ, 2x15	3
Viritin Technics ST-GT 350	1
C-kasettisoitin Technics RS-TR 373	1
CD-soitin Technics SL-PG 370	1
ATK-audion liitäntä	1
Elokuvaäänen liitäntä	1
Salimixeri Dynamix Livemix 20/2 DD	1
-16 mic/linjatuloa + 4 linjatuloa, st out	
-2 ART efektiprosessoria sisäänrakennettuna	
Mikrofonit AKG C 747 Comb	4
Mikrofoni AKG D 3700	2
Monitorikaiuttimet RCF PM-100, 100w/kpl	4
Valvomon monitorit RCF PM-100	2
B) Puheääni	
Mikrofonimikseri RCF MS-8	1
-4 kpl mic ja 2 kpl linja(st)+nauhuriliitännät	
Limitteri/kompressori ART CS-2	1
Ekvalisaattori AD INT`L 215 EQ, 2x15	1
Viivelaite Deivox 118	1
Mikrofoni AKG D3700	2
Mikrofoni AKG C580E1	1
-joutsenkaulamikrofoni	
Pöytäjalusta K&M232	2
Lattiajalusta K&M27105	1

AV-EXPERTIT OY
 PL 637
 40101 JYVÄSKYLÄ

3/3

Muhoksen kunta
 Tekninen osasto
 PL 39
 91501 Muhos

AV-URAKKA

Langaton mikrofoni AKG WMS 300/BTC417	1
Vastaanotin AKG SR300	1
Kaiuttimet RCF Monitor 5 S	3
Induktiosilmukkavahvistin Univox 650	1
Induktiosilmukka	
Kaiuttimen ristikytkentä	1

OHJAUSJÄRJESTELMÄ

Ohjauskeskus AMX Axxess sis. virtalähteen	1
Pääohjain AXP-TLC	1
Audiovaihdin	1
Videovaihdin 8x3 matriisi	1
Ristikytkentä audio/video	1
Vastausmikrofonien ohjaus sis. oj.	

Appendix 3: The text of the message for researching the auditoriums in Finland

Hei,

Olen facility management opiskelija Jyväskylän ammattikorkeakoulusta. Teen opinnäyte-työtä, jonka yhtenä osana tutkin auditorioita Suomessa. Pyytäisin vastausta seuraaviin kysymyksiin koskien kunnassanne olevia auditorioita.

1. Minkä kokoisia auditorioita kunnassanne on (istumapaikkamäärä riittää)?
2. Millaisia tapahtumia auditorioissa pääasiallisesti pidetään?
3. Millaisia laitteita auditorioissa on (esim. videotykki, valkokankaat, internetyhteys, diaprojektori, teatterivalot jne.)?

Pyydän vastaustanne 30.3.2007 mennessä.

Lämpimästi vastauksestanne kiittäen

Arja Tiepuoli

Appendix 4: Questions for the interviews

Käyttäjryhmä:

1. Millaisiin Koivu ja tähti -kulttuurikeskuksen auditoriossa järjestettyihin tapahtumiin olette tilan käyttäjänä (ei yleisönä) osallistunut?

2. Onko Koivu ja tähti -kulttuurikeskuksen auditorio mielestänne soveltuva tila? Ympyröikää sopivin vaihtoehto. (1=erinomainen, 2=hyvä, 3=tydyttävä, 4=välttävä, 5=huono)

Konserteille	1	2	3	4	5
Opetustilaksi	1	2	3	4	5
Kokouksille	1	2	3	4	5
Teatteriesityksille	1	2	3	4	5
Elokuvien esitykseen	1	2	3	4	5
Muulle tapahtumalle (mille?)	1	2	3	4	5

3. Minkä yleisarvosanan antaisitte Koivu ja tähti -kulttuurikeskuksen auditorion teknisille laitteille? Ympyröikää sopivin vaihtoehto (1=erinomainen, 2=hyvä, 3=tydyttävä, 4=välttävä, 5=huono).

1 2 3 4 5

4. Minkä arvosanan antaisitte Koivu ja tähti -kulttuurikeskuksen auditorion varusteille ja laitteistoille? Ympyröikää sopivin vaihtoehto (1=erinomainen, 2=hyvä, 3=tyydyttävä, 4=välttävä, 5=huono). Jos teillä ei ole kokemusta jonkin laitteen käytöstä, jättäkää kyseinen kohta arvioimatta.

Valot	1	2	3	4	5
Mikrofonit	1	2	3	4	5
Keskuskustelumikrofonit	1	2	3	4	5
Äänentoisto	1	2	3	4	5
Ohjauspaneeli	1	2	3	4	5
Piirtoheitin	1	2	3	4	5
Diaprojektori	1	2	3	4	5
Valkokangas, kiinteä	1	2	3	4	5
Elokuvakangas	1	2	3	4	5
Videotykki	1	2	3	4	5
Elokuvakone	1	2	3	4	5
Tietokone	1	2	3	4	5

5. Ovatko laitteet mielestänne toimineet moitteettomasti? Jos eivät, niin missä laitteissa on esiintynyt häiriöitä? Millaisia?

6. Millaisia parannuksia toivoisitte Koivu ja tähti -kulttuurikeskuksen auditorioon koskien teknisiä laitteita ja varusteita?

7. Millaisia varusteita toivoisitte Koivu ja tähti -kulttuurikeskuksen auditorioon lisää?

8. Mitä parannuksia toivoisitte Koivu ja tähti -kulttuurikeskuksen auditorioon liittyen oheispalveluihin sekä tilaan yleisesti?

9. Millaisiin seikkoihin olette olleet erityisen tyytyväisiä liittyen Koivu ja tähti -kulttuurikeskuksen auditorioon ja oheispalveluihin?

Appendix 5: Questions for the survey

SURVEY

Kysymykset 1-3 koskevat Koivu ja tähti -kulttuurikeskuksen auditoriossa järjestettyjä tapahtumia, joihin olette osallistuneet katsojana tai yleisönä.

1. Millaisiin Koivu ja tähti -kulttuurikeskuksen auditoriossa järjestettyihin tapahtumiin olette osallistuneet katsojana tai yleisönä?
2. Olisiko teillä kiinnostusta osallistua vastaaviin tai täysin samanlaisiin tapahtumiin uudelleen?
3. Olisitteko valmis ostamaan pääsylipun tai maksamaan osallistumismaksun vastaaviin tai täysin samanlaisiin tapahtumiin?

Seuraavat kysymykset koskevat sellaisia tapahtumia, joita ei ole aikaisemmin järjestetty Koivu ja tähti -kulttuurikeskuksen auditoriossa tai niitä järjestetään erittäin harvoin.

4. Millaisiin tapahtumiin haluaisitte Koivu ja tähti -kulttuurikeskuksen auditoriossa osallistua katsojana tai yleisönä?
5. Millaisiin tapahtumiin olisitte valmis ostamaan pääsylipun tai maksamaan osallistumismaksun?

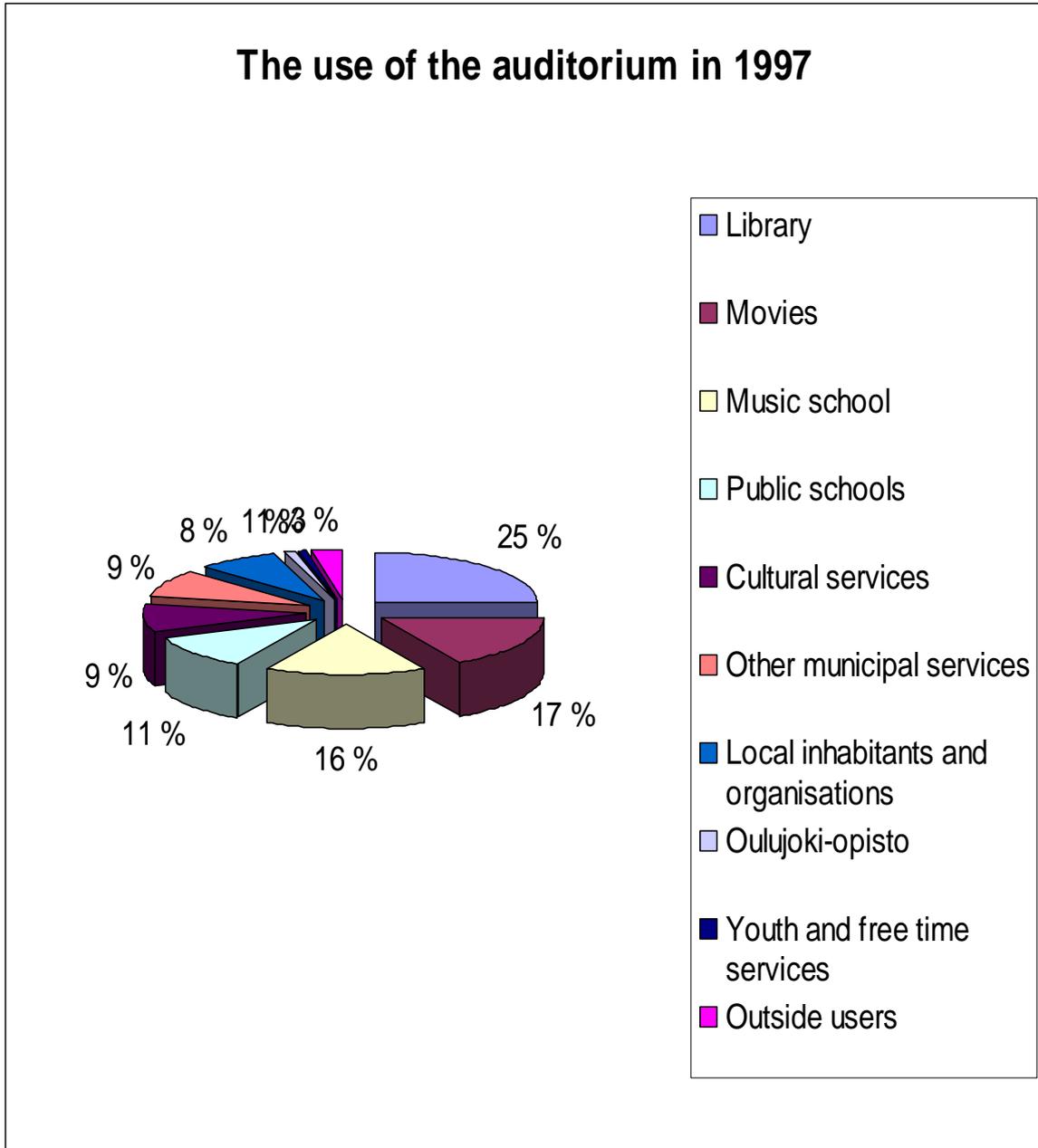
Seuraavat kysymykset liittyvät lisäpalveluihin ja oheistoimintaan Koivu ja tähti -kulttuurikeskuksen tiloissa auditoriossa järjestettävien tapahtumien aikana sekä mahdollisesti myös muina aikoina.

6. Millaisia lisäpalveluja tai oheistoimintaa toivoisitte Koivu ja tähti -kulttuurikeskukseen auditoriossa järjestettävien tapahtumien lisäksi?

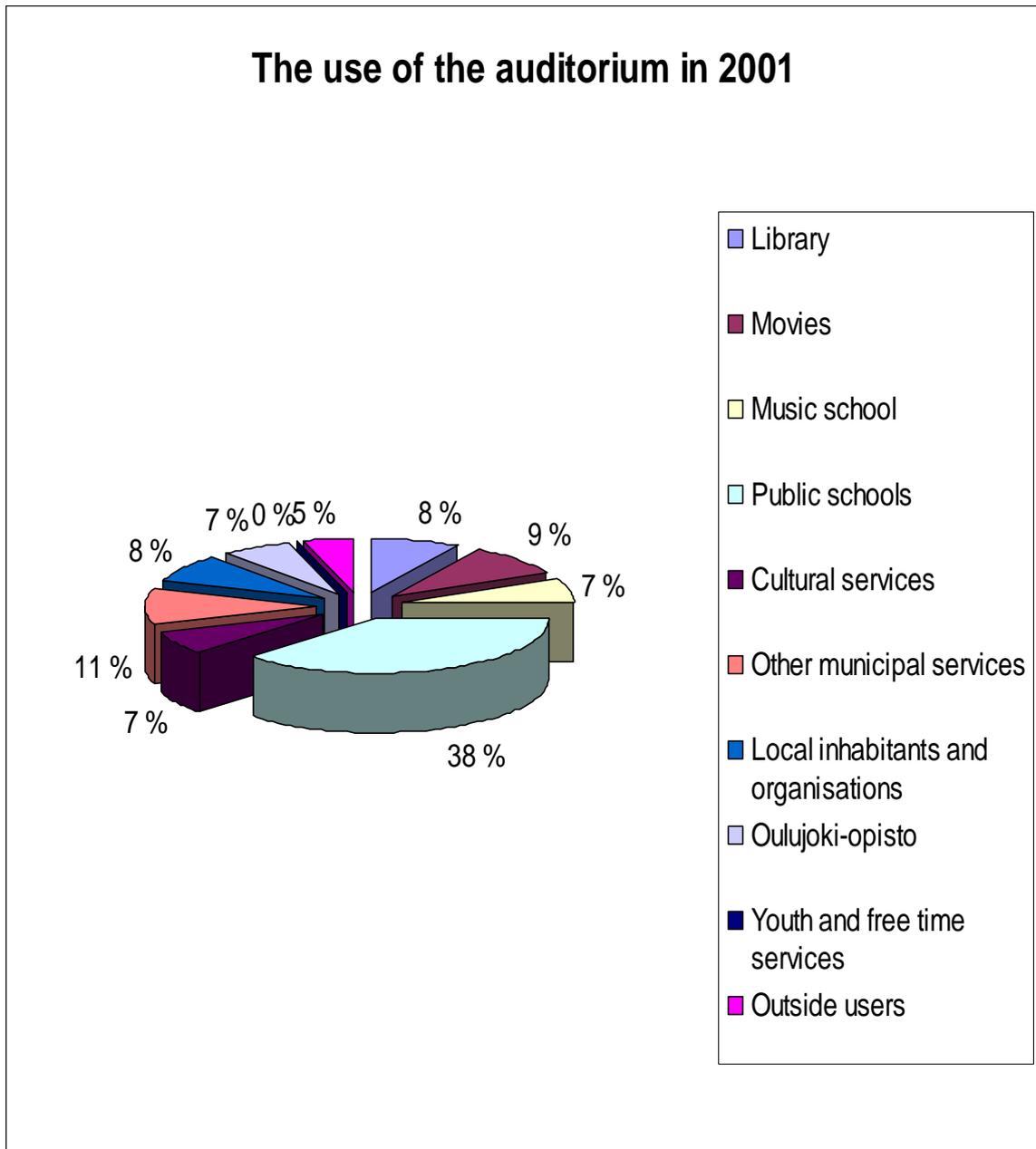
7. Jos toivomaanne oheistoimintaa tai lisäpalveluja järjestettäisiin, osallistuisitteko suuremmalla todennäköisyydellä auditoriossa järjestettäviin tapahtumiin?

8. Jos vastauksenne on myönteinen, millaisiin tapahtumiin osallistuisitte?

Appendix 6a: The users of the auditorium in Koivu ja tähti culture centre



Appendix 6b: The users of the auditorium in Koivu ja tähti culture centre



Appendix 6c: The users of the auditorium in Koivu ja tähti culture centre

