

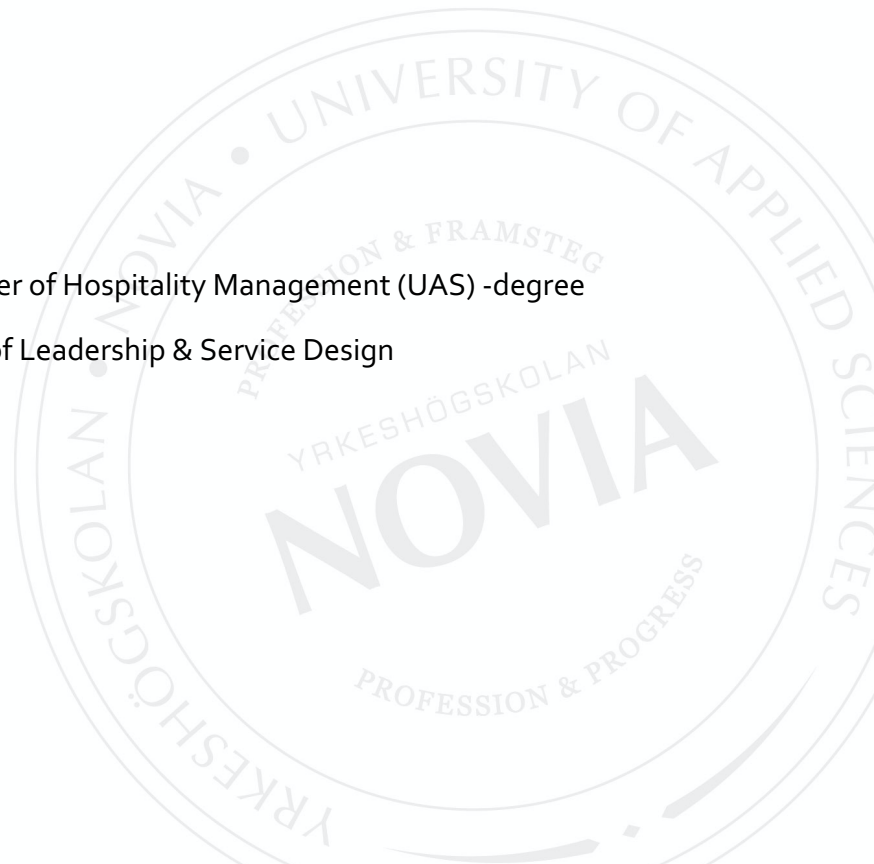
Introducing Service Design into the Sports Experience – Case HC TPS

Milla Urvas

Thesis for Thesis for Master of Hospitality Management (UAS) -degree

The Degree Programme of Leadership & Service Design

Turku 2021



DEGREE THESIS

Author: Milla Urvas

Degree Program and place: Degree Program of Leadership and Service Design,
Turku, Finland

Supervisor: Elina Vartama

Title:

Introducing Service Design into the Sports Experience – Case HC TPS

| Date | Number of pages | Appendices |
|------------|-----------------|------------|
| 28.11.2021 | 68 | 1 |

Abstract

The focus of this thesis is to bring Service Design in to the Finnish Hockey League, Liiga, for the first time. As Liiga, as many other event organizers, suffer from a lack of audience as well as a growing competitor base, reconsidering how and for whom the services are provided is a key to future success of the business.

Using Service Design methods, such as Customer Journey Maps, Personas, Service Safaris and Benchmarking, a qualitative look into the customer base and their needs is provided. It is clear that the current array of services is not satisfactory enough for the customers.

The research shows that innovation is needed, and the ice hockey-centric view that currently dominates is no longer sufficient or viable. A participatory approach is suggested, as well as the utilization of both application development and a more agile and imaginative service offering.

Language:
English

Key words:
Service Design, Experience Economy, Ice Hockey, Liiga,
Business Development

Table of contents

| | | |
|--------|--|----|
| 1 | Introduction | 1 |
| 1.1 | Commissioner | 2 |
| 1.2 | Aim, scope and limitations..... | 4 |
| 1.3 | Mind Map..... | 5 |
| 1.4 | Research Questions | 6 |
| 2 | Theoretical Framework..... | 7 |
| 2.1 | Theoretical background | 8 |
| 2.2 | The Experience Economy..... | 8 |
| 2.3 | Consumption of sports as an experience..... | 12 |
| 2.4 | Service Design..... | 13 |
| 2.5 | Innovation and Service Design | 16 |
| 2.6 | Event Design | 17 |
| 2.7 | Sports Experience Design | 17 |
| 2.8 | Customer value creation and proposition | 18 |
| 2.9 | Events in the era of and post-Covid-19 | 19 |
| 2.10 | Sports teams and their role in the community | 22 |
| 3 | Discover | 26 |
| 3.1 | Benchmarking | 27 |
| 3.2 | Interview | 28 |
| 3.3 | Affinity Diagram..... | 30 |
| 3.4 | Personas..... | 31 |
| 3.5 | Service Safari..... | 31 |
| 3.6 | Service Blueprint | 32 |
| 3.7 | Customer Journey Map..... | 33 |
| 3.8 | Business Model Canvas..... | 34 |
| 3.9 | Event Canvas..... | 34 |
| 3.10 | Interview findings..... | 35 |
| 3.11 | Other research results | 38 |
| 3.12 | Benchmarking results..... | 40 |
| 3.12.1 | Live voting and surveys..... | 40 |

| | | |
|--------|---|----|
| 3.12.2 | Seating charts..... | 41 |
| 3.12.3 | Guide to hockey | 41 |
| 3.12.4 | Junior Hockey Tournaments..... | 42 |
| 3.12.5 | Theme nights – The Social Butterfly | 42 |
| 3.13 | Including fans in decision-making..... | 43 |
| 4 | Define..... | 44 |
| 4.1 | Customer Personas | 44 |
| 4.2 | The True Fan | 45 |
| 4.3 | The Social Butterfly | 46 |
| 4.4 | The Busy Critic..... | 47 |
| 4.5 | The New and Careful..... | 48 |
| 4.6 | Current Customer Journey – Service Safari | 49 |
| 4.7 | Event Canvas..... | 51 |
| 5 | Develop | 52 |
| 5.1 | Fan Panel..... | 52 |
| 5.2 | Four steps of the Fan Panel..... | 53 |
| 5.3 | Enhanced app capabilities..... | 55 |
| 5.4 | Business Model Canvas..... | 57 |
| 6 | Deliver..... | 58 |
| 6.1 | Arena activities – The New and Careful, The Social Butterfly..... | 59 |
| 6.2 | Junior hockey tournaments – The Busy Critic, The New and Careful..... | 60 |
| 6.3 | Theme Nights | 60 |
| 6.4 | Improved Customer Journey..... | 61 |
| 6.5 | The True Fan and the participatory approach..... | 61 |
| 6.6 | The New and Careful and the youth hockey experience | 63 |
| 7 | Conclusions and next steps..... | 66 |
| | References..... | 69 |
| | Figures..... | 73 |
| | Appendix 1 | 78 |

1 Introduction

A sports team plays an special role in the environment it operates in. It is a private company with strategic goals, financial interests and a business plan. However, it is in the public eye on a very emotional level. Sports teams are scrutinized and obsessively followed, and every decision the organization makes is followed and commented on by thousands of people.

Nowadays, people have countless options on how to spend their money. Understanding what is required for them to spend it watching a live hockey game is in the core of this project. The hypothesis is that live sports viewership is suffering from live streaming services, online shopping as well as traditional competitors such as restaurants and movie theaters. People will spend money if they see something worth their time and money.

Consumers habits are changing with the times, but sports has the ability to awaken emotions, feelings of belonging, joy of success and the sorrow of loss. It is a matter of fitting the services into the modern consumer's needs.

Sports as a field of business is undergoing several transformations at the same time. The need for technological upgrades combined with the lack of paying customers, with the added challenge of several live streams and real-time ways of following one's team add up to a need for a new way of providing experiences to sports consumers.

As an academic field of study, sports is well researched. The focus, however, is often on quantitative data gathered by surveys done with sports consumers. Funk (2017:147) provides the following statistics based on analysis of studies published in the journal Sport Management Review:

- 74% of studies relied exclusively on quantitative data
- Field surveys made up 48% of the collection methods

- Only 4% of studies used behavior as a basis
- 69% of studies concentrated on the United States, Australia or New Zealand

Based on these results, there is little qualitative research conducted around sports, behavior has not been used as a basis for sports consumption research and Europe and especially Scandinavia has been excluded from the vast majority of studies. Included in the results of analysis, several researchers were asked to provide their opinions on how to improve the field of sports research in an academic setting. Regarding methodology, behavioral studies were mentioned as an important focus, and ethnographic research methods were seen as an important next step (Funk 2017,148.)

The focus of this thesis is to build upon the theoretical framework and previous analyses of Funk (2017), Mahajan (2020), Pine and Gilmore (1998) and others, and to provide a practical, user-based research study looking into the consumption of sports specifically in Finland. The goal of this thesis is to understand the sports consumer in Turku, and to provide insights into the sports consumer personas with the goal of understanding how to grow the consumption of live sports with the help of new and improved experiences.

1.1 Commissioner

HC TPS is the Liiga (Finnish National Hockey League) team based in Turku, Finland. TPS was established in 1922 as Turun Palloseura. Today, the company that owns the ice hockey team is HC TPS Turku Oy. The team is one of the biggest and most successful sports teams in Finland. In addition to the Liiga-team, the hockey department itself consists of over 30 junior teams, almost 900 players, 100 team officials, and 150 coaches and team leaders. (HC TPS, 2019).

The reason why the commissioner was chosen was purely due to the need for help. Sports consumption is steady in Finland, but live sports viewership is diminishing.

As a hockey fan, with great memories from childhood of attending games and soaking in the atmosphere, this project feels more personal than any others that came before.

The image below is from the previous home game of HC TPS. As is clear, the audience is nearly non-existent. However, there is now ample opportunity to try new things, to incorporate new services and to approach the issue from a service design point of view. The hypothesis is that people will pay for experiences, if they deem them worth their time and money.



Figure 1: Attendance is an issue for the commissioner (Savonen, 2020)

A meeting with the commissioner's representative, Heidi Aho, was held on the 26th of October, 2019 at the team offices. We proceeded to have a very honest and open discussions about the challenges that the teams in general are having. There is a strong sense of wanting to do better, and to be better. The organization also wants to offer items for purchase for large crowds, and it does not matter if some losses are incurred in the process.

One of the big recognized needs was identification of customer needs, and the need to communicate and involve the event participants more. "How to create good experiences, regardless of the score or the sport?" was one of the comments. According to Aho, there have been several attempts at lowering ticket prices, which

she sees as having lowered the value of the brand. On a personal note, it is also clear that the office team would like to be understood, and to be seen as working hard towards the success of the organization. Some have felt that all new ideas are beaten down online, and customers only want more and more, without commenting on what is already good.

The organization is not expecting to sell out the arena every night, but there is a strong interest in increasing the number of ticket sales and participants, with an even focus on the business aspect and the needs of the customers. Unfortunately, during this thesis process, communication with the commissioner has been nonexistent, and no commentary regarding the results has been received as of November 2021. This thesis will however be provided to the commissioner for their utilization.

1.2 Aim, scope and limitations

The original aim of this project was to combine the customer experience with the leadership and employee experience. However, due to the ongoing Covid-19 pandemic, the organization has experienced layoffs and other challenges. The goal of visiting the arena has been impossible to fulfill, and there is a lot of uncertainty in the air about the future. The continued research suggestions will be included at the end of this research, with the original plan of conducting employee research being possible at a future date. The goal of this thesis is to create a participatory model considering the needs of the existing customer groups, the possible new customer groups as well as a way of integrating them with the team more closely. Service design is the main focus, designing ways of participatory fandom and safe and innovative experiences to bring the hockey experience to a new level.

The original plan for this thesis was to combine development work of a customer co-creation framework and the implementation of the plan with the staff of HC TPS. As layoffs and the ongoing pandemic have led to both minimized staff numbers

and unavailability of staff to include, the scope was modified. The updated scope of this thesis is the implementation of a human-centered participatory model for HC TPS. The renewed, updated scope gives this thesis an opportunity to dive deeper into human-centered design, and to make this research become a part of the basis for a new era of sports event design.

A limitation regarding this research is the lack of similar, previous research to compare results to. Studies on events and sports have been conducted, but a human-centered design research project of this scope for a sports team in Finland could not be found. This gives this research an opportunity to create new knowledge and a basis for future participatory models to be implemented in other cities and sports.

1.3 Mind Map

In order to gather the initial thoughts and ideas after the commissioner meeting as well as the general issues of live sports viewership as a whole, and mind map was created to allow for dividing different topics under larger headlines. The mind map functioned as a simple outline of the challenges and ideas, as well as the needs of the commissioner and their customers.

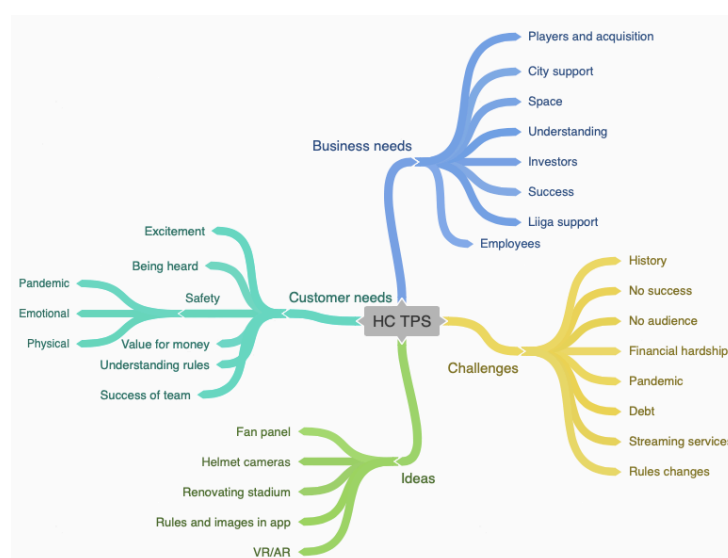


Figure 2: Mind map for research project, 2020

1.4 Research Questions

The project pertains to the lack of people attending the home games at Gatorade Center. The team has had varied success over the past 10 years, but people do not want to watch the games at the arena. A lot of competition exists, but as the only Liiga-team in a very sports-driven city, there are customers to be acquired.

- Who are the customers of HC TPS and what expectations do they have/services do they want from the event organizers?
- How to create innovative services and bring in new customer segments?
- How to create loyalty and “buy-in” with customers?
- How can the organization stand out of the crowd of other activities by offering something new and unseen?

The need for renewing the experience becomes even more important as streaming services and at-home experiences have dominated the field, especially during the ongoing pandemic. We eat gourmet food at home. Live sports from around the world can be seen on our own big-screen TVs. Artists are publishing visual albums and concerts on YouTube. As more and more services are available to be enjoyed in the comfort of one’s own home, the need for the experience to “wow” the customer becomes even higher. Distilled to its core, the research question is:

“How to offer the customers something worth getting off the couch for?”

A strong belief exists both in the commissioner’s organization and with the author that live sports offer a way of bonding with other people, a way of experiencing a rush of excitement and sharing big feelings with others. Sports is a very human experience and the value of large crowds sharing something together will surely exist beyond this pandemic, if the people creating the services offer the customers safe and innovative ways of enjoying them.

2 Theoretical Framework



Figure 3: Frame of Reference

The Frame of Reference contains the field on which this thesis will work on. Service Design will be the main goal, and Service Design theory will provide support for the process. Equally important topics are innovation, Service Design methodology, Sports Experience Design, a participatory approach and finding out customer needs via persona research.

The goal of helping the reader to understand how different topics and methods are intertwined in the following research will add to their understanding of why and how this research project has been made.

2.1 Theoretical background

To create an understanding about the experience and event landscape, as well as the state of live ice hockey viewership, a literature review was conducted. The theoretical framework begins with a look into the experience economy as a whole, as well as the basics of event management. Then, a discussion on the consumption of sports as an experience, followed by a presentation of the theory of Sports Experience Design, a framework created by Daniel Funk. Importantly, the theoretical framework is filled with creating an understanding of Service Design as a way to approach a problem, as well as the concept of customer value creation. Events in the era of Covid-19 and the role of a sports team in the city offer a deeper understanding of the emotional setting the issues considered in this thesis are set. In addition, a consideration of live entertainment in the post-pandemic world is brought in, in the form of a large study conducted by a major Finnish newspaper.

2.2 The Experience Economy

Pine and Gilmore (1998) present concept described as the "experience economy". The economists walk through the four stages that economies have gone through from the beginning of time. First, people would make items themselves from scratch, such as clothing by making the pieces, the fabric and thread, themselves (agrarian economy). Then, they would go to a seller and buy fabric and thread and just sew the shirt at home (goods-based economy). Following that, merchants appeared, and began to sell readymade shirts to people. All one needed to do was to walk to the shop and buy a shirt of their liking (service economy). The final step, clothing stores that offer live music, hairdressing, manicures, virtual fittings or food tastings have pushed it into an experience (experience economy) (Pine & Gilmore, 1998.)

In their article, Pine and Gilmore explain that an experience is best described as a company using services as the stage, and items as props, to engage customers in

a way that creates an event that the customer remembers. Commodities are described as something fungible, goods are tangible, services are intangible, and experiences, the most important kind, are in their nature memorable (Pine and Gilmore, 1998.)

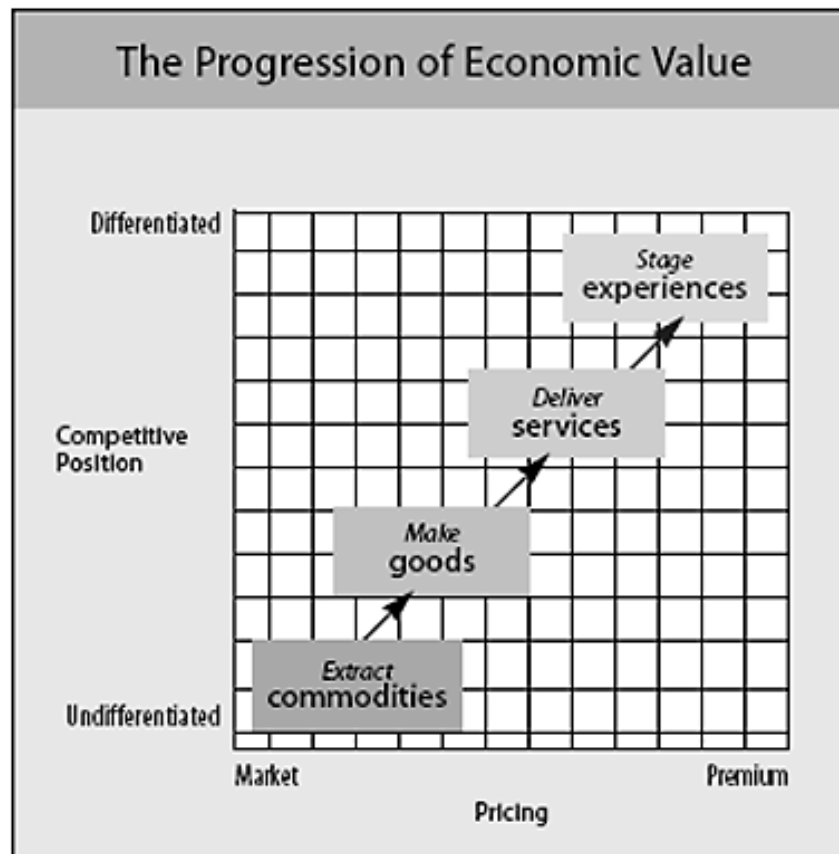


Figure 4: The Progression of Economic Value (Pine and Gilmore,1998)

The typical view has been to combine services and experiences, but this article defines them as separate economies. As services become more and more common, now even software can be sold as a service, creating experiences is the next way of standing out and making a difference. Instead of products or services that exist outside of the buyer, experiences are private and personal and inherently internal. People are engaged on an emotional or physical level, and the experiences of the participating persons vary based on the interaction between the event and the individual (Pine and Gilmore, 1998.)

Pine and Gilmore present some examples from the United States. Theme restaurants, with varying themes, offer a concept called "eatertainment", where food is only one piece of the puzzle. Hunting stores, Nike shops and Bass Pro Shops give their customers the ability to participate in activities and events and view displays while shopping, something the authors refer to "shoppertainment". The larger purpose of these sometimes immersive and interactive offerings is to engage customers in a memorable way. The ultimate goal and the next stage of the experience economy is to offer experiences so memorable, so surprising and so varying that customers are willing to pay a fee to be a part of them (Pine and Gilmore, 1998).

The article also presents the Four Realms of an Experience. This division of experiences is based on considering them on a two-dimensional field. The first one is "customer participation". On one end, there is little to no participation and no way to affect the event, such as a concert. On the other end is active participation such as a ski race or a marathon.

The audience at a sporting event is not seen by the authors as passive, as they aid in creating the audiovisual stage for the event, adding to the experience of others. The second dimension being considered is "connection", or the environmental aspect connecting participants with the experience. On one end of the line is absorption and on the other, immersion. Viewing an event from afar can offer absorption, but standing in the middle of it with a multisensory experience offers true immersion.

When taking into account the participatory side and the connective side, Pine and Gilmore (1998) offer four distinct categories of experiences: *Entertainment* (such as watching tv), *education* (a cooking class or a ski lesson), *escapism* (participating in a theater play) and the *esthetic* (looking at a sight or scenery).

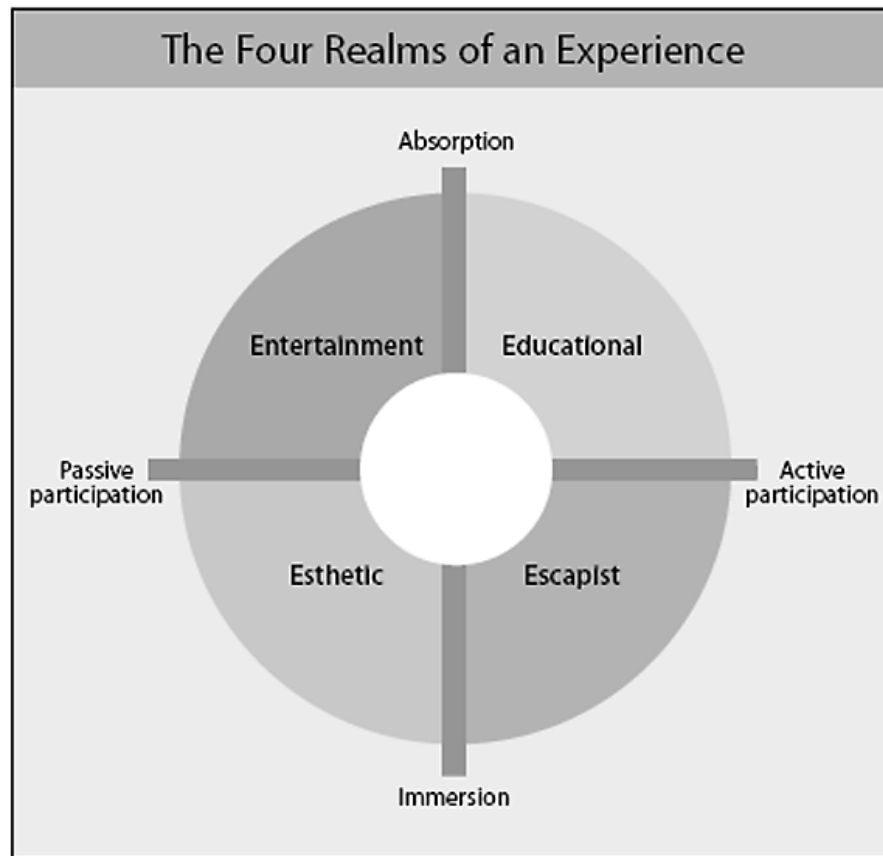


Figure 5: The Four Realms of an Experience (Pine & Gilmore, 1998)

In the model above, Pine and Gilmore present how the different dimensions help to explain the four different kinds of experiences. In the article, a Las Vegas casino is used as an example of the meeting point of all of the dimensions. Not all companies can offer the same level of experience as a casino in Las Vegas (Pine and Gilmore, 1998). However, meeting customer needs and delivering experiences requires research and design, and this thesis is hoping to function as a starting off-point of this process for the commissioner.

2.3 Consumption of sports as an experience

Sports remains popular as a pastime, a form of entertainment and a cultural factor. However, the way people watch sports is changing. Attendance figures are down even in most of the popular leagues in the US, a major sports nation. Big championship games remain popular, but overall attendance numbers are trending down (Grenier-Hemphill,2015). In Finland, Liiga, the Finnish National Hockey League, publishes statistics on team game attendance. During the 2018-2019 season, HC TPS games brought a total of 291022 attendants, the second best number in the league. The following season, 2019-2020, they had fallen to 5th place with 247572 attendants. During the pandemic, only a few games have been played with an attending audience, dropping the number to 39872 (Liiga, 2021.)

The process known as cord-cutting is trending up. In countries where TV-services require a specific contract, viewers are becoming less and less interested. Streaming services and consuming content on one's own schedule is the dominating way of watching entertainment of all sorts. Just as online shopping has taken over from traditional retail, streaming is on a fast track to take over traditional sources (Reimer, 2021.)

Streaming services have dominated the sports landscape for the past few years. According to Telia, the current owner of streaming rights of Liiga, in 2020, live streaming viewership grew by over 20%. In addition, their app, Liigavahti, has been downloaded over 150000 times with a specific noted interest in video content regarding goals and penalties, and post-game press conferences (Telia, 2020.)

This trend follows the international trend of arena ticket sales going down while mobile and online consumption of sports keeps growing. Sports themselves interest a wide variety of consumers, but it seems that the buying tickets, arriving at the arena at a specific time and the shared experience of sports itself is trending down. Reiner quotes sports communications professor Dennis Deninger in Forbes

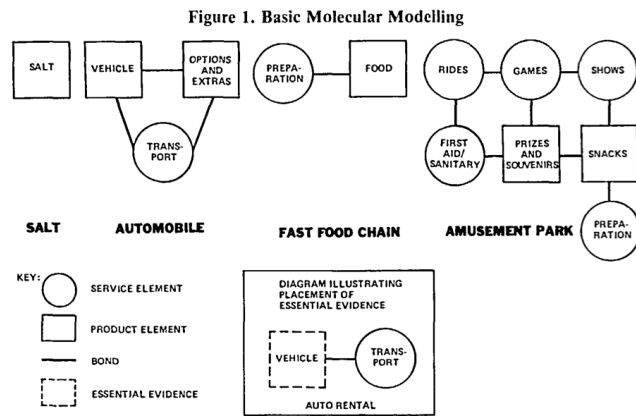
as saying “flexibility and freedom are the definition of streaming services” (Reimer, 2021.)

Sports are always scheduled. Organizing between 75 and 100 people to do a certain activity at once requires a preset schedule. Combining the scheduled nature of sporting events with the wide variety of daily activities of the audience is one of the biggest challenges sports is facing as a whole. Reimer also brings up another issue: a lot of current sports viewers are becoming older. With streaming and online services with instant feedback available to the vast majority of consumption-age people with money in their pockets, how to get younger viewers to sit down and watch a sporting event for hours at a time (Reimer, 2021.)

The future of sports viewership is unclear. It is quite certain that the rush of excitement a sporting event can offer will remain somewhat popular. Political issues, societal challenges and the growing need for one’s interests to reflect their views and values comes into play as well. However, what is evident is the need to rethink the role of sports as an experience, and the ways to reach people who might not have grown up with attending live games or events, or who may even not know they might be interested in it.

2.4 Service Design

In 1982, G. Lynn Shostack wrote: “*Services are rendered; products are possessed. Services cannot be possessed; they can only be experienced, created or participated in*” (Shostack, 1982). Shostack worked as a bank executive at the time, a faraway place from the modern design agencies we see today. Her groundbreaking work, first published in the Harvard Business Review, brought with it a new way of thinking about the services around us.



In Figure 1, the entities are arranged from product dominance to service dominance. Salt, for example, is an uncomplicated product. While salt is purchased to provide a benefit (i.e., seasoned food), no important services are purchased along with salt, only the very indirect services of mining, purifying, packaging and distributing the salt.

Figure 6: Product vs. service dominance (Shostack, 1982).

According to the Interaction Design Foundation, “service design is a process where designers create sustainable solutions and optimal experiences for both customers in unique contexts and any service providers involved” (Interaction Design Foundation, 2021). Oliver King, cited in Michael Birchall’s 2017 article “What is Service Design?” is quoted describing service design as “...collaborative process for researching, envisaging, and then orchestrating experiences that happen over time and multiple touch points.” (Birchall, 2017). Service design, then, simply put, is a collaborative research process by relevant stakeholders in creating solutions beneficial to all parties.

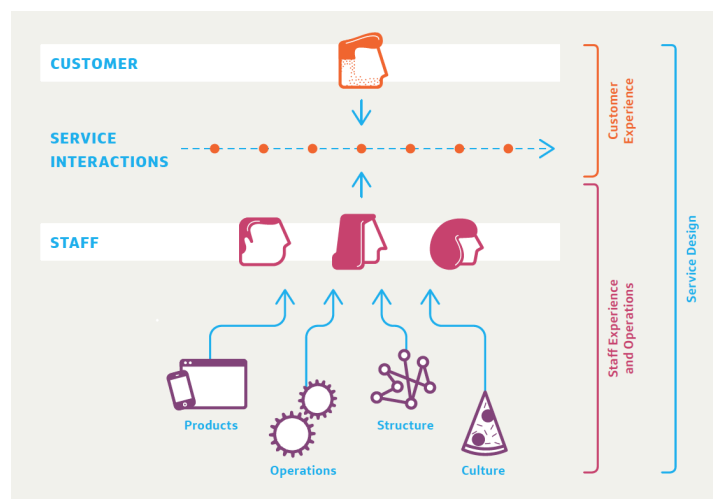


Figure 7: What is Service Design? (Remis 2016)

According to the authors of *This is Service Design Thinking*, Mark Stickdorn and Jakob Schneider, five principles should be considered in service design work.

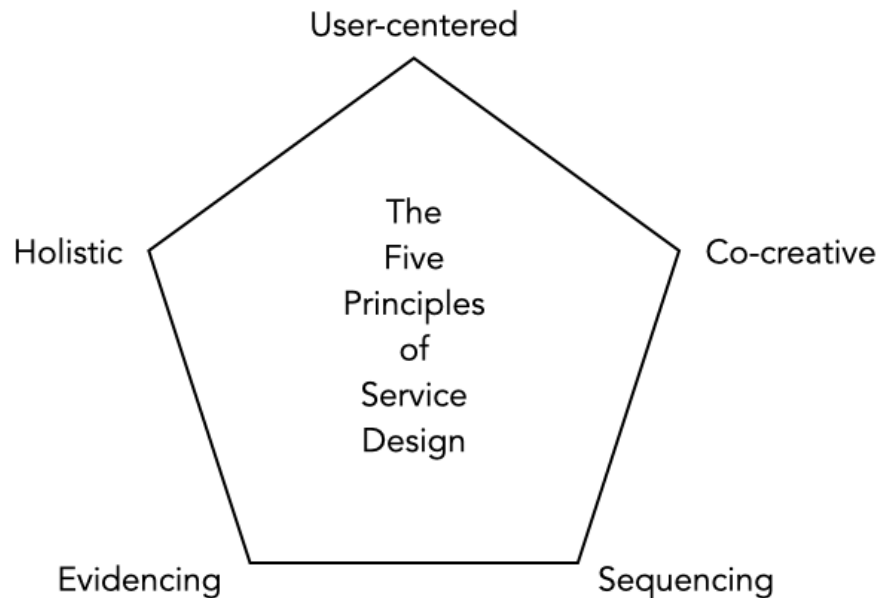


Figure 8: The Five Principles of Service Design (Stickdorn & Schneider, 2019)

Stickdorn and Schneider (2019) describe the need for service design to encompass these five principles. Service design needs to be user-centered and include research, especially qualitative research, such as interviews or workshops. Co-creativity means including all relevant actors in the process, i.e. not only the customers or the employees. To sequence research, the service that is being designed or redesigned needs to be broken down to smaller pieces or sections instead of being looked at as a whole from the start. Evidencing, according to the authors, means envisioning the experiences being researched and to gain understanding and trust. Finally, the holistic view of service design is meant to incorporate all the different points of the service and across all people and activities included in it.

The service design base of this qualitative research study relies on the customer interviews and ethnography, in addition to benchmarking of similar services and

ideation based on interviews and prior benchmarking. During the design process, the abovementioned five principles have been approached with an open mind, while the process has been limited and hampered by the ongoing Covid-19-pandemic. At the end of this study, a presentation of recommended next steps provides a path for fulfilling the five principles of service design.

2.5 Innovation and Service Design

Service Design in its core supports innovation. When an organization decides to consider a change in their processes or services, often something new arises from it. It is up to the organization planning to change whether they will embrace totally new ways of doing and thinking or choose to rather modify their existing lineup.

Deloitte offers an interesting way of looking at organizational innovation via service design. In a Deloitte blog post titled "What is Service Design? How does it support innovation and change?", the company discusses the need for innovation and how to support it (Deloitte, n.d.). The first step to success is to understand the risk and unpredictability of changing things. The openness to change lays out the groundwork for the process. Supporting creativity within an organization, and focusing on customers true needs is where innovation can begin (Deloitte, n.d.). Using service design methods, such as the Double Diamond process can help guide the process.

When considering new and innovative approaches, a balancing act begins simultaneously. Organizations considering new ideas have to decide on the balance of what is viable and feasible and can bring value (Deloitte, n.d.). The Service Design-supported innovation process includes human-centric research, participatory ideation, testing of ideas early and a strong validation process, which can also help avoid costly mistakes and to lower the threshold more innovation.

2.6 Event Design

An event, according to Bladen et al 2012, as quoted by Antchak and Ramsbottom, (2020), is *"a temporary gathering of people"* and its purpose is, according to Matthews, 2016 to *"celebrate, honor, discuss, sell, teach or influence human endeavors."* (Antchak & Ramsbottom, 2020). The concept of Event Design proposes a new way of considering events. Previously, events have been considered as a subtopic under management, and viewed as more a physical and concrete item. Antchak and Ramsbottom present Event Design as a way of moving away from managing them and towards designing them to be unique and authentic, and to develop the customer experience, when considering the structure, ambiance, relationships between dimensions and stakeholders and other factors, in order to maximize the positive experience and impression of the participants (Antchak and Ramsbottom, 2020.)

The also authors discuss how consumers needs are changing. Consumption happens less based on satisfying primary needs and more based on the outcomes of consuming. Successful event design requires an understanding and knowledge of human behavior, an innovative and imaginative designer as well as a translation of that information to an actionable business model. Bringing the design thinking framework into the field of designing events is seen as a way of approaching the needs of the modern event landscape. (Antchak and Ramsbottom, 2020.)

2.7 Sports Experience Design

Sports Experience Design (SX) is a concept that was introduced in a 2017 article in Sport Management Review as a framework for researchers to holistically consider the sports experience and to offer sports organizations ways to enhance it.

The concept was created by Daniel C. Funk and seeks to combine three aspects related to the consumption of sports: the Sports User, the Sport Context and the

Sport Organization, bringing together the consumer needs, the user experience and the business goals.

In his article, Funk (2017,149-150) presents possible changes in the sports industry during the next decade as identified by academic researchers. These include the growth of technology, the internationalization and globalization of sports, experiences of the sport consumer, personalization of the experience, the shift in generations, commercialization of sports and the health benefits associated with sports. Researchers are in agreement that a major challenge for the future is to grow or maintain the amount of seats sold to sporting events.

Recognizing sports as its own field as a service and experience is key to enhancing the understanding of sports organizations to see their own business as not only a sporting related venture, but also as a service and events business with endless opportunities.

2.8 Customer value creation and proposition

Gautam Mahajan (2020) suggests that customer value is “the perception of what a product or service is worth to a customer versus the possible alternatives”. When choosing whether to buy a good or a service, a customer can rely on several different markers to help make the decision on whether the specific item they are considering is a good way to spend their money. Some of the things a customer might consider are the brand image, perceived price compared to their budget, previous experience with similar items and so on (Mahajan, 2020). Regarding this research, the division of people into three categories presented in Mahajan’s article offers an important consideration.

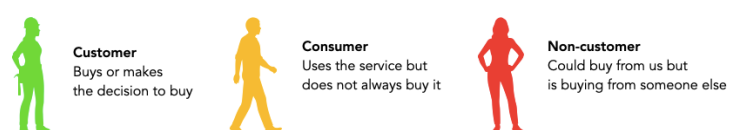


Figure 9: 3 groups of customers (Mahajan,2020)

The customer (pictured in green in the above image) is someone who buys the item or service, such as car repair. They are an active user and purchaser, they own a car and need to get it repaired whenever there is an issue. The consumer (in yellow) uses the item or service, but might not themselves buy it currently or ever. A simple example of a consumer is workplace software or machinery. A construction worker might be a consumer of a certain type of drill, but they might never buy one for themselves. The third group are the non-customers. They are very likely to currently consume a similar item or service, but not from the company who wants their business. They might consume food but not at Hesburger, or they might not dine out at all (Mahajan, 2020.)

According to Mahajan, value creation is based both on processes and culture. Processes are easily measurable and tools can be added if needed. The focus should be on the culture of the business in order to facilitate long term value growth and experiences (Mahajan, 2020.)

As Mahajan described, value is a combination of the perception of the tangible facets, such as price, quality or availability, and the perception of the non-tangible facets such as company culture, experience and reputation (Mahajan, 2020).

Matching the positive aspects of the good or service offered to the specific group with their positive need can help gaining customers, and excluding or considering the pain points can similarly do so. Customer personas presented in chapter 16 help to explain the different, recognized groups and their needs.

2.9 Events in the era of and post-Covid-19

Considering events and the event industry, it would be difficult to exclude the current pandemic. Covid-19 began around the world in the spring of 2020, and most gatherings, large and small, have been difficult to organize, and has required specific physical and emotional steps (Eventbrite UK, 2021.) However, this situation

will not last forever, but the repercussions of it may affect event organizing for years to come. Even if and when the pandemic subsides, a prolonged state of uncertainty, vulnerability and changing circumstances is likely to remain. Gathering in large crowds may feel uncomfortable and getting people to leave their homes or their chosen circles to join strangers may take some work (Eventbrite UK, 2021.)

Many event organizers have presented plans on physical safety, both regarding Covid-19 and in general. Even if the pandemic itself is no longer a concern, getting people to feel like attending large events is truly physically and emotionally safe is something every organizer may want to consider. Hellon, the Finnish service design agency has researched this topic as well. According to them, 84% of consumers say that safety is a deciding factor when choosing services in the current situation. In addition, 53% say that if a service was proven to have been improved or enhanced considering customer safety, they would begin to use it sooner rather than later. Their research also shows the most value in implementing these processes for travel, commuter services, the culture sector and daily services (Hellon, 2020.)

Claire Hoffman has presented, in text form, a customer journey of creating the feeling of safety at events (Hoffman, 2021).

Events are often about taking a break from the daily life, and Hoffman begins by reminding that attendees may not want to be constantly reminded about safety, but expect proper information about the measures and the organizing (Hoffman, 2021). Hellon's research also shows that improvements to safety may relate to the space itself, communicating about safety procedures and taking into consideration customer meetings at gatherings (Hellon, 2020).

Ensuring that the guidelines followed are according to both national and local rules is also considered important to inform about. In addition, general cleaning and safety measures will surely play a larger role than previously. Informing the attendants of the events about the measures taken is a balance between clear messaging and not making the event about the safety issues themselves. Another

key point Hoffman brings up is allowing for event attendees to report any feeling of unsafety, whether physical or emotional and giving them the tools to do so (Hoffman, 2021.) Also ensuring attendees that contacting staff about other issues than just a physical or a health issue is ok, such as unsafe practices regarding food service or unwanted contact is both allowed and encouraged adds an additional layer to the feeling of all around safety.

Finally, Hoffman reminds about the need for aftercare. Whether it is regarding contact tracing due to Covid-19 or overall safety of the event, contacting attendees after the event to ask for their input is important both for the person at the event and for the future development purposes of the event organizers. In addition, an event that was considered particularly safe may be a great marketing opportunity (Hoffman, 2021.)

This Hoffman model of a customer journey of safety may work as a basis for a thorough safety plan for any event organizer, and it can be optimized for different venues and types of events.

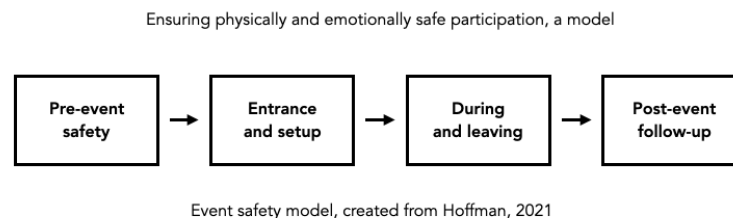


Figure 10: Event safety model, adapted (Hoffman, 2021)

Taking into account how people queue to events, how they are seated and how ticket inspections are handled safely can create a safer atmosphere. The consideration of a customer journey for safety being attached to the customer experience framework is going to be presented in the results of the research.

2.10 Sports teams and their role in the community

The role of a sports team in their home city has a long history. When a notable sports franchise exists in a city, there can be a wide variety of positives attached to it. Laura Depta (2015) lists some of the possible benefits, the first being the economic impact. When a sports franchise offers a good product, people tend to spend money on it. Tickets and streaming aside, also fan products, hotels and restaurants get a share of the revenue. Sporting teams may also offer role models, both in life and in getting active (Depta, 2015).

Two of the topics mentioned in Depta's article stand out as opportunities for growth. The first is "community relations" (Depta, 2015). Many teams around the world have people responsible for community outreach. This may mean junior coaching, hospital visits or fundraising. As noted in an earlier chapter, sports consumption is moving on to streaming and the physical presence of sports teams and people is diminishing. In addition, younger generations may not feel a sense of fellowship with their home town team, nor do they know that they might be able to. Many Finnish teams and athletes do community outreach, but the possibilities may not be fully realized as of yet. The possible added benefit of active outreach is visibility for the sport itself.

The second opportunity that may be worth looking closer at is what Depta divides into "city pride" and "national unity". Sports has often played a big role during difficult times. Depta describes the USA National Hockey team Cold War-era win known as "The Miracle on Ice", and South Africa winning the Rugby World Cup in 1995 and its help in uniting the country after apartheid (Depta, 2015). In this same category is city pride. The sense of togetherness that sports traditionally can bring and the uniting factor of strangers cheering on their team is a strong force that should be considered as a great opportunity.

Some people expect the ability of a sports team to inspire to be tied together with their success in their sport. This may not always be the case. An example from the

United States National Football League is the Cleveland Browns. Their success in American football has been dismal during the past three decades. This has not however always translated to lower attendance figures or even low spending on sports related goods and services. In 2008, according to BizJournals, the Browns only won half of their games. Still, their stadium attendance was at 99.8% (BizJournals, 2008.)

Michael Lewis of Emory University publishes yearly rankings of fandom in the National Football League in the United States. He measures loyalty in fans, meaning people who passionately consume and follow their team and spend money on that interest. Lewis has created a model of analysis based on three factors: attendance at games and revenue created (Fan Equity), social media interest (Social Equity), and attendance at games in other cities (Road Equity). This model seeks to determine what fans are most willing to spend money or time on their team even though they may exist in different sized cities or follow a team that may not be doing well currently. These combined create a Brand Equity Factor (Lewis, 2019). One of the most loyal and spending fan bases still to this day are the fans of the Dallas Cowboys. They, however, have not won the championship a single time since 1996 (Augustyn, 2021.) This comparison seems to show that spending and fandom are not always tied to success of the team. This opens up the opportunity to work on bringing in people regardless of success and engaging them in such a way that creates long term engagement and spending.

The hypothesis has been that in the post-pandemic era, safety precautions will remain in place at least in some form, and that concerns over the pandemic, large crowds or related issues may increase doubts and affect the decision-making process of whether to attend an event or not. This research project was started prior to the pandemic, and it felt important to include new data on the outlook as the world is preparing to slowly ease back into "regular life", as well as to validate prior research.

One of the largest tabloids in Finland, *Ilta-Sanomat*, commissioned an online study of over 12000 people during 8-10 October of 2021. The goal of the study was to reach people who have decided to visit games less frequently or to not visit at all, and to ask them why (Suvinen, 2021). 21% of the respondents said that they will keep visiting games as they have before.

However, the biggest reason for not attending games was “value for money”. The answer option “The tickets are too expensive considering the quality of the game and the players” was the main reason for 83% of respondents who plan to not visit games at all anymore, and 74% of people who say they plan to visit games less often. In addition, 60% of non-visitors and 48% of less visiting people stated that “The game with its supporting services does not offer enough entertainment”, speaking for a need to rethink both the venue and the contents of the event. Surprisingly, only approximately 27% of both groups mentioned their concerns over Covid-19 as the reason for not visiting, or visiting less (Suvinen, 2021.)

The CEO of Liiga, Riku Kallioniemi was interviewed for the article, and brought up the need for ticket prices to stay on their current levels to ensure profitability, and that consumption at the venue has previously not made up for lost revenue on lower ticket prices. He also commented on Liiga’s understanding of the social aspect of enjoying hockey games and how to keep the product attractive. Kallioniemi also sees the 7000 open answers provided by respondents as a positive sign, and that people consider the issue important (Suvinen, 2021.)

The results of *Ilta-Sanomat*’s study reflect the insights gotten from the interviews, and suggest that rethinking what going to a hockey game means and what the event looks like is important for the future of hockey as a consumer product.

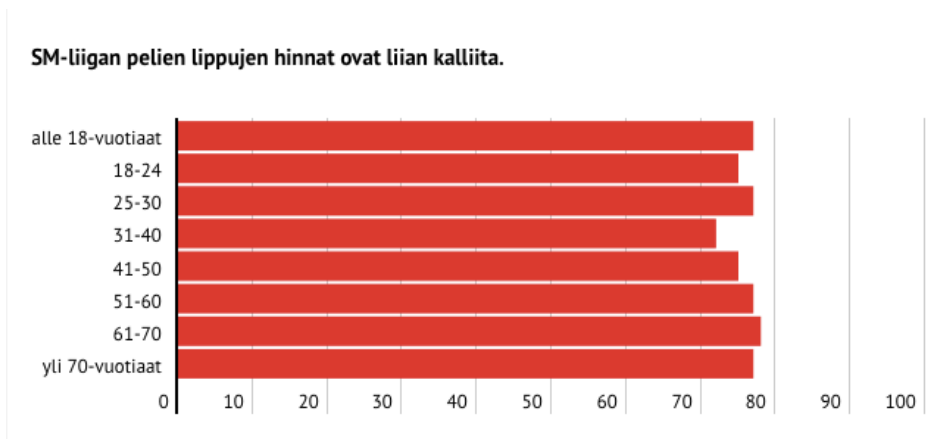


Figure 11: "Ticket prices are too expensive", a breakdown of respondents ages and percentage who replied "Yes"(Suvinen, 2021.)



Figure 12: 54% of men who responded said that the event is not entertaining enough (Suvinen, 2021.)



Figure 13: Previous visible advertising by TPS in Turku city center (Medialiiga, n.d.)

3 Discover

Service design work in this thesis will follow the Design Council's Double Diamond-model of designing for innovation: Discover, Define, Develop and Deliver (Design Council, 2019). Understanding the motivations of customers and why they are not utilizing the offered service in its current form is the starting point. Interviewing different kinds of people about their interests, habits, level of interest to experiences and ice hockey will develop an image of what consumers look for when they have free time.

Once the real problem has been defined, the design process can begin. Designing services based on what consumers want and not only what the organization wants will be the next step.

Service design takes advantage of a wide variety of methods, approaches and tools, each suitable for a different purpose during the iteration process. These can be used in combinations or by themselves, depending on the situation and the project. It is essential to select the most relevant methods which can support the service design process and can provide additional information to the project.

There are many ways to proceed during the process and experimentation is recommended. If a certain method is not providing satisfactory results, corrective actions may be implemented by other means. (Stickdorn et al, 2017,124, 126, 148.) Below is a process chart for research, built on the Double Diamond process. Included are the methods for the different stages.

Process Chart

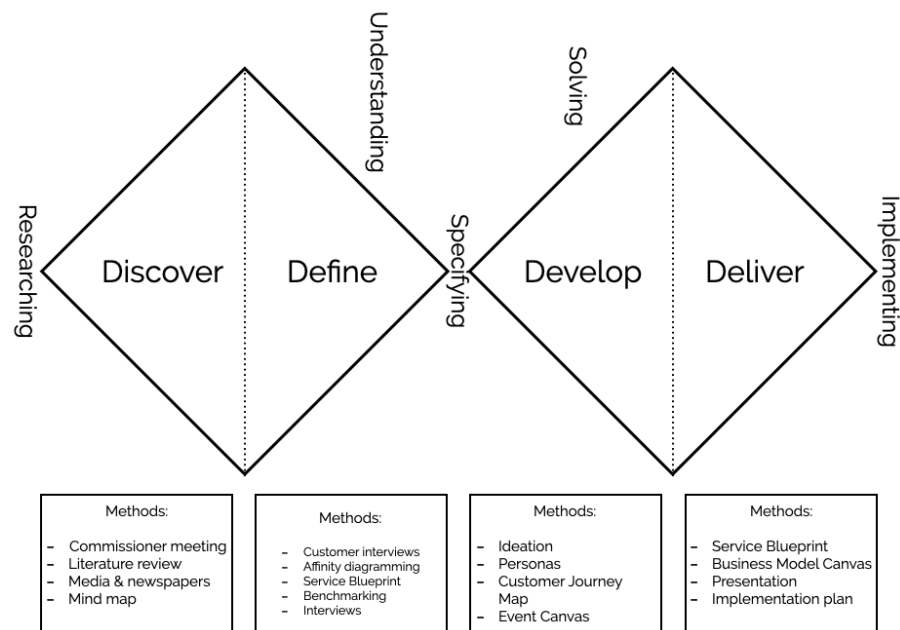


Figure 14: The Double Diamond Process, as used in this project

3.1 Benchmarking

Benchmarking is used to compare services, outcomes and products with others in the industry in order to recognize different methods, processes and results in the industry as a whole, and to find better ways of doing things internally (Curedale 2013,49). Often, if a company is successful, there are several steps that have been taken to facilitate that success. Understanding what parts and actions of an organization are cause to that success can help make similar changes in one's own organization.

J. DeLayne Stroud explains the importance of true benchmarking as "a way of discovering what is the best performance being achieved – whether in a particular company, by a competitor or by an entirely different industry" (Stroud, 2020). When benchmarking, it is also important to ensure it is done in the right way. Examples of successful actions and products found from other organizations should only function as inspiration for future development and not be copied. Not only can it

be illegal, but it can run the risk of not functioning in the intended way in a different market with different customers.

| Differences Between Benchmarking and Competitor Research | |
|--|--|
| Benchmarking | Competitor Research |
| Focuses on best practices | Focuses on performance measures |
| Strives for continuous improvement | Bandage or quick fix |
| Partnering to share information | Considered corporate spying by some |
| Needed to maintain a competitive edge | Simply a "nice to have" |
| Adapting based on customer needs after examination of the best | Attempting to mirror another company/process |

Figure 15: Differences Between Benchmarking and Competitor Research (DeLayne Stroud, 2020)

In the figure above, J. DeLayne Stroud highlights the main differences between valid benchmarking and competitor research which could constitute copying and corporate spying.

There are several sports teams around the world that have found interesting ways of standing out from the crowd regarding customer experience. These innovations can exist both online and in person at the arena or another location. Benchmarking offered an interesting way to look at what different sports teams are doing in regards to customer engagement both during the event and outside of it, and what technological capabilities exist in the event sector to support the participatory approach of this project.

3.2 Interview

Interview is defined as being most useful when one needs to know about people's opinions or experiences in depth. It allows respondents to give a more complete answer, something that would not be possible using a quantitative survey (Laws, Harper, Marcus, 2003,286).

Interview is defined as being most useful when one needs to know about people's opinions or experiences in depth. It allows respondents to give a more complete answer, something that would not be possible using a quantitative survey (Laws, Harper, Marcus 2003,286). Phone interview was chosen as the method, as the same principles apply to them as to face-to-face interviews as stated by Walliman (2001,238-239): they can be carried out in several different situations and can cover a wide variety of topics. Walliman (2001,239-240) also mentions that semi-structured interviews give answers to specific questions but also leave time for further development of the replies. A semi-structured interview gives the researcher the opportunity to include both closed and open-ended questions. Some questions can be excluded from the interview and new ones added, and the analysis of the interview is considered to be straightforward (Laws, Harper, Marcus 2003,287).

A suitable interview model was chosen by Laws, Harper and Marcus (2001,287-288) as it is understandable, uncomplex and effective. The model divides the interview into four parts. First, the researcher prepares for the interview by choosing a recording method, deciding what are the necessary questions and taking into account time constraints. Then Laws, Harper and Marcus (2001,287) propose that the interview is opened with greetings and small talk, introduction of the research that is being done and the purpose of it. Verifying consent should be taken into consideration before beginning the interview. The third part regards the monitoring the progression of the interview. The interviewee is to be allowed to tell the story in their own way and the researcher looks for the logic of the story as well as for any possible inconsistencies. Finally, the interview is concluded by discussing how the interviewee felt and experienced the interview. Laws, Harper and Marcus (2001,288) advise the interviewer to summarize the essential conclusions to ensure the content has been understood by the researcher. After the interview has been concluded the researcher is advised to take notes about the environment in which the discussion took place and any observed non-verbal communication. (Laws, Harper and Marcus, 2003,288).

This project began the definition process by planning and executing 19 hour-long interviews. The participants were recruited via social media and other connections, and the interviews were conducted remotely. Questions that the participants were asked are found in Appendix number 1.

3.3 Affinity Diagram

The Affinity Diagram method, also sometimes referred to as Insights Sorting (Kumar 2013,141) is a way of finding themes, ideas and patterns from a large amount of information and qualitative data. The Interaction Design Foundation describes the method as “Space, Saturate and Group”, in which the participants in the exercise saturate a space (such as a wall) with information, notes and images to create a big visual representation of all facts available in that moment and then group them in order to be able to draw connections and find the necessary insights to be able to begin the development of solutions (Friis Dam and Siang, 2020).

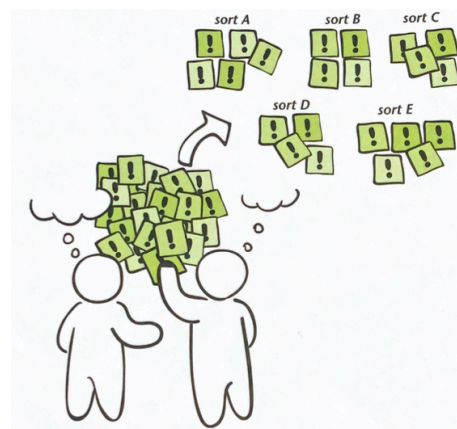


Figure 16: The Insights Sorting process visualized (Kumar 2013,141)

The Affinity Diagram or Insights Sorting was used to process and analyze the interview results. Using a large wall and sticky notes, all of the information from the hour-long interviews was written as single statements and words. From this wall of information, grouping of both important and critical topics was done. The grouping also made it possible to recognize the different customer personas and their needs

and wants. This process also gave the ability to gather anecdotes from the interviewees, and to gain an understanding of the event landscape as a whole.

3.4 Personas

Personas are customer research and convey the information, usually in a visual and informative way. A persona is a character which represents a group inside a customer segment with a distinct behavioral model, or similar people with similar motivations, desires and intentions. (Stickdorn et al, 2018,41). A variety of methods are used during the research to fully understand and develop these personas, as it is essential that they are engaging and relatable in order to build successful services. It is important to remember that it is also possible for a customer to move between groups during their life, such as from visiting and watching games regularly to someone with a changed family situation that requires more support.

Persona research is often highly useful to any service-based organization: when the organization understands the situation fully, it can provide better solutions for the customer and approach their needs and pain points. This can then lead to increased value exchange between the customer and the brand, thus enabling a more successful business and customer experience.

19 interviews were conducted to form the basis for this thesis. A lot of data was able to be gathered, and personas are a way to visualize and gather for presentation data that separates and differentiates groups of customers. In order to design innovative solutions for the commissioner, a baseline understanding of who the customers are is necessary, and is fulfilled with these personas.

3.5 Service Safari

A Service Safari is useful as an ethnographic research method. Usually, the researcher themselves goes and experiences the service of an organization, their own or a competitor's, as a customer and reports on the findings. In addition to

providing observational information, the ability to see how others behave in a space or place and to document it with photographs, recordings or other evidences can bring additional value to a research project (Service Design Tools, 2021).

3.6 Service Blueprint

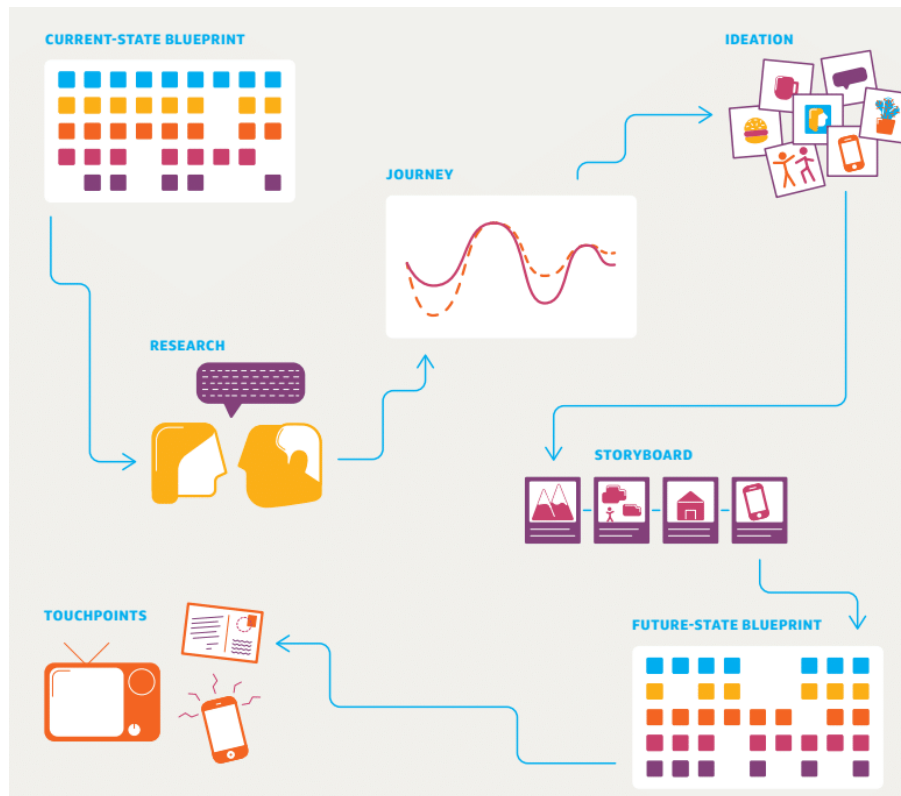


Figure 17: Service Blueprint (Remis, 2016)

A Service Blueprint is an extension of the Customer Journey map and is used to map out the actions of the customer and what actions the organization takes in the meantime (Stickdorn et al. 2018,54). *“The Service Blueprint...shows how activities by a customer trigger service processes and vice versa”* (Stickdorn et al. 2018,54).

Stickdorn et al. present the Service Blueprint with an extra that will not be included in this project. In their book *This is Service Design Doing*, in addition to the five steps presented below, they have chosen to also add a “line of internal interactions”. As there does not exist enough information about the internal processes of the commissioner, this stage has been left out.

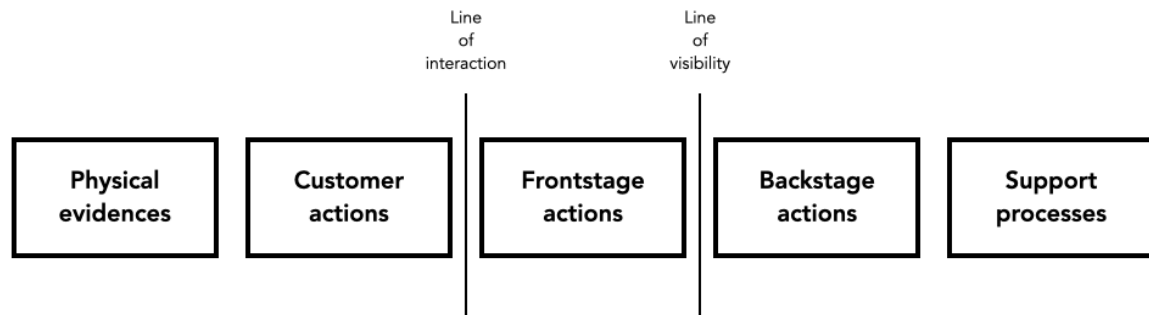


Figure 18: The Five Stages of a Service Blueprint (Stickdorn et al.,2018)

The purpose of the Service Blueprint in this research project is to clarify the requirements of both the participant and of the organization in a suggested solution in a later chapter.

3.7 Customer Journey Map

A customer journey is a visualization which represents the customer experience during the service. The service is described with text and/or images and emojis using touchpoints which represent every step the customer experiences during the service.

The touchpoints can be further divided into contact points, which can represent people, environment, objects or procedures and represent the touchpoint in a more detailed way. The touchpoints connect with one another to form a representation of the overall experience during the service.

Customer journey helps increase understanding of the service from the customer's perspective and to find gaps, critical points and possible solutions. (Stickdorn et al, 2018,158 – 159.)

Customer Journey Maps are used in this thesis to show the event and experience from the customers point of view, and to help visualize any positives and opportunities that exist.

3.8 Business Model Canvas

Stickdorn et al. (2018,76) introduces the concept of a Business Model Canvas (BMC) as a simple way of visualizing the revenue streams, core customer segments and how and where to approach them. They write: *"The Business Model Canvas...can be used to understand the influence of various options on the employee and customer experience as well as the business impact"*. The goal of using a BMC is to help to understand how the business can stand out from the crowd of competitors and how the different parts of the equation work together to increase revenue.

The Business Model Canvas displays the potential revenue streams from the point of view of the commissioner, and helps to plan the financial aspect of the suggested, potential changes to their service and product offerings.

3.9 Event Canvas

A framework and a canvas for analyzing and designing human-centered events was created by Frissen, Janssen and Luijter (2016). This event canvas functions as a combination of a Value Proposition Canvas, a Business Model Canvas as well as a Customer Journey Map, all Service Design canvases often used, and helps break down how an event can be created, and what topics need to be considered. Some key considerations posed by the canvas are "commitment", meaning what does an event attendee need to sacrifice in order to attend the event, "return", as in what they get for attending, as well as exiting behavior, meaning the key takeaways as they continue to their next task.

EVENT CANVAS™
A stepped approach to the event narrative

| | | | | |
|---------------|--------------|----------|--------|-------|
| Project name: | Stakeholder: | Day: | Month: | Year: |
| Designed for: | Designed by: | Version: | | |

| | | | |
|---|---|---|---|
| PAINS What are his / her fears, frustrations, obstacles? What makes him / her feel bad? | COMMITMENT What sacrifice is he/she expected to make to attend this event (time, transportation, opportunity cost)? What does he/she choose not to do, not to be at or not to go to because of this event? | RETURN What does he/she walk away with after the event? What would he/she expect to return for going to this event? | GAINS What does he/she want, need, dream about? What benefits is he/she seeking? |
| ENTERING BEHAVIOUR Before this event: How would you describe his/her current behaviour? What are his/her present skills, knowledge level, attitude, connections? | EXPERIENCE JOURNEY What chronological touch points does he/she experience before, during and after the event? How does this experience shape the intended behaviour change? Where can you over deliver against expectation? What are the make or break moments? | | EXITING BEHAVIOUR As a result of this event: What new skills, knowledge level, attitude and connections has he/she acquired? |
| JOBS TO BE DONE What is this stakeholder trying to get done? A task they are trying to perform, problem they are trying to solve or the needs they are trying to satisfy? What is on their to-do list? | INSTRUCTIONAL DESIGN What does he/she need to learn? How can that best be learned? What skills and knowledge need to be learned? When does the stakeholder need to get to know? What attitude needs to be changed? How is that reflected in the schedule and programme? | PROMISE How does this event create value for this stakeholder? Why should this stakeholder contribute? How does the event get his/her jobs done? Does this promise alleviate pains and create gains? | |
| EXPECTATION Expectations are based on previous experiences, word-of-mouth, social media and marketing messages. | COST What are the fixed and variable costs of this event for this stakeholder? | REVENUE What are the financial revenue streams of the event for this stakeholder? | SATISFACTION **** What does he/she tell others? How would he/she qualify this experience? |

Designed by
EVENT DESIGN collective
2018 EVENT DESIGN COLLECTIVE GMBH

EVENT DESIGN USING THE EVENT CANVAS™ METHODOLOGY
www.eventcanvas.org

version 20180621
CC BY NC ND

Figure 19: Event Canvas (Frissen, Janssen and Luijer, 2016)

This canvas is used in this thesis to help understand the event ecosystem when considered from the perspective of an event participant persona. As the canvas combines parts from several other canvases, it offers a way of seeing the needs of the attendee in a different way, and gives the designer an opportunity to consider the event from another point of view.

3.10 Interview findings

During weeks 9 and 10 of 2020 (24.2-8.3), 19 one hour-long phone interviews were conducted. Interviewees varied in age, gender, occupation and habit. The most important common denominator that was chosen to limit the interview subjects to the most relevant ones was attendance in organized events outside of the home, such as concerts, sports events and fairs. Participants were recruited primarily on social media: LinkedIn and Facebook. Most of the interviews were conducted over the phone due to time constraints. Each interview took 45-60min. In order to follow

with the interview model created by Walliman (2011,99), a Microsoft Word-template was done with the questions in one color and space for answers in another. With previous experience in logging interview answers, this was the most familiar and efficient way of recording the subject's comments.

The participants were familiar with the topic, as it was presented in the post used to recruit subjects. The topic was brought up again in the beginning of the interview, in order to ensure the interviewees understanding of why the questions were being asked. As for privacy concerns, the interviewees names are not saved on any of the transcripts or other documents, they are numbered in order of interview. All contact information was erased after the interview. The commissioner provided the participants with two tickets to the next available home game as a thank you for giving time for this study. Unfortunately as of today, March 12th of 2020, the remaining home games of the team will be played without an audience due to the coronavirus pandemic, and thus some participants will not be able to attend.

The questions were divided into different sections:

- The interviewee's free time activities
- How the interviewee chooses activities they participate in
- Sports and its meaning to the interviewee
- Improving the sports experience from the standpoint of the attending person

In order to provide the interviewee with a soft beginning and a soft ending, the interview began with a short discussion of their free time activities as a whole, and the interview ended with a question about their favorite ice hockey memory. It was an easy question without pressure, and the participants all had stories to share. The interview questions can be found in appendix number 1. The main questions were aimed at probing the needs of the interviewees as they consider attending an event: how do they find events to attend, what factors affect their decision-making,

what services do they appreciate and need at an event. Most interviewees had attended a sporting event before, so questions about the atmosphere and how to create a good mood at a sporting event were included.

The customer experience begins at home with buying tickets, understanding how to get to the venue and what the schedule is. Interviewee 6 commented: *“When does the program start? Will there be additional things to see or experience before or after? The hype before the game is a lot longer abroad, such as in the United States!”* These are the first opportunities to lay the groundwork for a positive experience of the event.

Utilizing the Affinity Diagram-method, the results were written on Post-It-notes and then grouped on a wall. This method helps to find similarities and differences in the content of the material. Using the Affinity Diagram-method for analysis of interview results also helped to create the personas presented later on in this thesis.

The findings also show that most people expect the basic infrastructure to function well at an event. An often discussed point is reasonably priced concessions as well as clean restrooms at a suitable amount compared to the attendees. The interviewees are hoping for a multifaceted experience in order to motivate them to leave the house. Incorporating music, participatory activities and lights would enhance the experience, and the social aspect is important for many. Interviewee 12 mentioned the following: *“You go for the experience, and if a great experience has been promised, and that promise isn’t met, it causes an issue”*.

It is also clear that the marketing activities of the commissioner have not always reached the crowds: people are not aware of the bus line that takes attendees to the arena, nor do they know where to catch it. A lack of visibility in the streets and surrounding the arena was mentioned as negative. Most participants who view hockey positively hope to see the team and ads of the team in their daily life, as they commute in the area. Interviewee 14 said *“Once you see an ad enough times,*

you get curious and click on it and say "Oh, I didn't know that was available, that sounds like fun!"

Only people considering themselves as true fans cared deeply about the success of the team. The consensus is that if the event itself is entertaining enough, that relieves the pressure from the team to succeed. People are looking to have fun and to have experiences that cannot be replicated at home. Interviewee 10 said *"Getting there and pricing usually works out, as long as you have a friend to go with and an event that sounds like it'll be fun."*

Overall, the interviewees brought up both predictable and innovative thoughts to consider. The customer groups and their needs were made clear after the interviews, but there is also some overlap in them, which is always expected. If the event promises to be entertaining, ensures safety and basic infrastructure with an added element of surprise or something unique, the interviewees state that they would be likely to visit a game.

3.11 Other research results

In addition to the 19 deep interviews conducted, the literature review and benchmarking conducted shows a lot of opportunity and potential for the development of the HC TPS product into an experience.

The theoretical framework presents the fourth wave of economy: the experience economy. It is no longer enough to provide a service, when modern consumers have a lot to choose from. As was seen in the interview results and the large survey conducted by Ilta-Sanomat, people need a reason to get off the couch, and to watch the game live rather than on TV or at all. Seeing sports not as a product or service but an experience gives the commissioner a new way of looking at their offering, and a new set of tools and frameworks on which to build their processes.

Sports experience design provides a way to see sports as something that can be designed from a customer's point of view. Design supports this view, the consumption of sports is moving to home screens, and potential consumers need a promise of a memorable experience and to have that promise fulfilled every time.

Examples from the United States show a strong commitment to customer engagement, whether it be theme nights that visitors to the website can vote on, or letting junior players play in front of an audience during breaks. These events inside of events help bring new participants to the arenas, and to include them in the process. Bringing parents of young hockey players to enjoy the game with their children can add several new return customers during each game. Benchmarking examples are presented with the solutions in chapters 4.2.2 and 4.2.4.

In order to gain an understanding of the baseline experience of visiting a game, a service safari was conducted by one interviewee that had never attended a live hockey game of any kind before. This offered valuable information, especially regarding the sensory and physical experiences of a new customer.

Getting to the arena was easy, but finding the correct door to enter when arriving from the other side of the arena was a pain point, and the façade looked run down, raising questions about the quality of the event space. Signage at the arena itself was sufficient, and the space was clean. Seating with tables was seen as very convenient, but for a tall person, the spaces between seats were too narrow. A specific question was raised about why certain announcements were made in English only, and others in Finnish only. The event attendee also photographed some moments, and the images are included as a part of the Customer Journey Map, which is presented in chapter 3.5.

This research forms the groundwork onto which the interview results are added and thus solutions are designed.

3.12 Benchmarking results

Benchmarking offers a way to look at what others are doing, and if they are doing it well, to consider bringing it into one's own organization. Comparing both the competition and colleagues can help widen the imagination of an organization and to offer new things to add to the lineup.

3.12.1 Live voting and surveys

The opportunity to get input from fans during the game (live voting) or during other times (in app-voting) is currently not being utilized, while it is in use around the world in different kinds of events.

The options for feedback are endless and can be provided while the audience is in their seats. Some ideas for questioning include: favorite player of the game, doing a food tasting for a new menu item and voting on which one to include on the regular menu, what the next theme night should be, and so on. This would add to the participatory goal of the organization and add inclusion of the participants. The question and the results of the vote can be displayed on the jumbotron at the arena. This would also add to the feeling of being able to affect the outcomes during the event.



Figure 20: Image of live voting during an event (Atlanta Pro AV, nd)

3.12.2 Seating charts

For safety considerations, as well as general customer comfort, planning the experience beforehand can be useful. In addition, buying a ticket in a large venue might not make it clear how well one will see the activity on stage or on ice. The National Hockey League in the United States team websites with a 3D map of the venue. The customer is able to insert their section or to choose from the image, and proceed to view their position in the arena, and how the action will be seen from there.

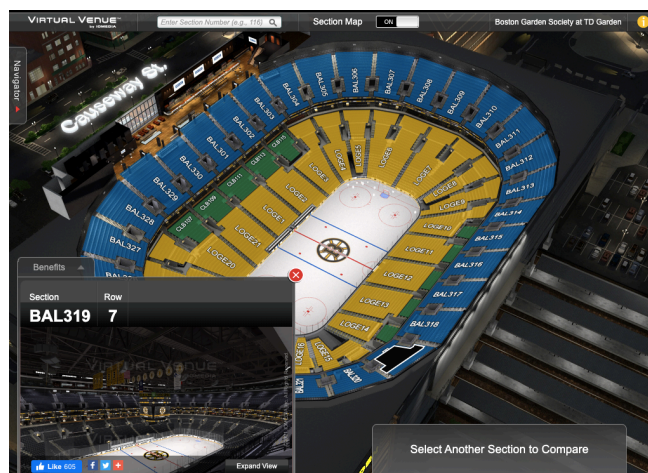


Figure 21: Virtual Venue by IOMEDIA provides a 3D model of the venue (Bruins.iomedia.com,2021)

3.12.3 Guide to hockey

For certain customer groups, an idea could be adapted from the Swedish Hockey League, SHL. On their website, they display the rules of ice hockey. In addition to the basic rules, they also display the signals that the referees give out, and how long the game is and why. This is another item that could add value to the existing TPS-app.

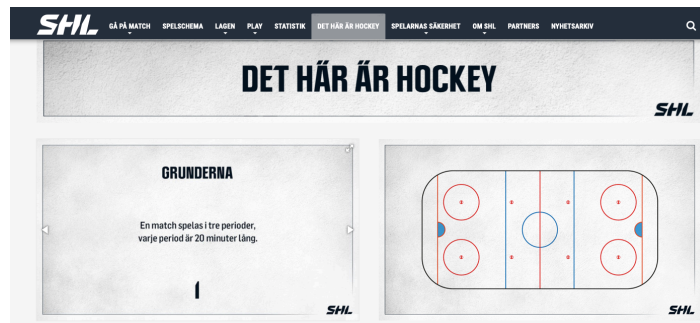



Figure 22: Swedish Hockey League offers the rules of the game for the visitors of their website (SHL, 2021)

In building on the app capabilities, the organization can take advantage of the ability to gather data, to nudge people towards certain activities and to add participatory actions, which can all lead to higher customer satisfaction and more sources of revenue.

3.12.4 Junior Hockey Tournaments

Another example from the United States is from the city of Boston and their team, the Boston Bruins.


Youth Experience Ticket Packages



Future Bruins

Play a 50 minute scrimmage on the TD Garden ice prior to a Bruins home game

- Open to Mite, Squirt, and PeeWee teams
- Minimum of 100 group tickets
- Watch highlights from your game on Garden HDX during the Bruins game
- Capture the moment with a group photo at center ice



3 Minutes of Fame

Experience 3 exciting minutes on the TD Garden ice during an intermission at a Bruins home game

- Open to Mite and Squirt teams
- Minimum of 50 group tickets
- See your team roster on Garden HDX
- Hear your team roster announced as it appears on Garden HDX

Figure 23: Youth experience packages offered by the Boston Bruins (Boston Bruins, 2021)

3.12.5 Theme nights – The Social Butterfly

In the United States, especially in the American Hockey League division 1 games, theme nights are often a part of the event. One example of a participatory

approach combined with a theme for the game is provided by the Lehigh Valley Phantoms, located in Pennsylvania in 2019. They offered visitors of their website the opportunity to vote which theme nights they should organize at the arena (Lehigh Valley Phantoms, 2019).

GAME SHOW NIGHT

Phantoms fans, come on down! The Lehigh Valley Phantoms will salute everyone's favorite trivia and puzzle games on this special night inside of PPL Center. Plus, fans in attendance have a chance to take part in some fun games throughout the night with chances to win some very cool prizes.

Figure 24: Lehigh Valley Phantoms theme night options were presented on the website (Lehigh Valley Phantoms, 2019)

In this example of a theme night, the organization proposed a game show night with special prizes and games. This lends itself to the idea that the hockey game does not have to be the main or only attraction for people to attend.

3.13 Including fans in decision-making

Similar ideas are already in use for example in the United Kingdom: Southampton Football Club has a panel called "Saints Voice" that consists of: "12 supporters voted in by fellow fans. The panel meet with club staff and officials several times each year to discuss a range of off pitch subjects covering all aspects of the supporter experience" (Southampton FC,2021). Another example is from World Rugby, the governing body of the Rugby Union. They have begun a fan survey and based on that plan on forming a global fan panel to help design "broadcast, content production and social media rugby offering". According to Marissa Pace, the Chief Marketing Officer of World Rugby, the goal is to enhance the sports consumption experience on all platforms and for the fans to have their voices heard (Sport Business,2020).

This is a low-cost way of including fans in the decision-making process of an organization such as a sports team. The ability to gather data and feedback can be

very valuable for development purposes, and can ensure the consideration of the views of both current and potential customers.

4 Define

In this chapter, the aim of the thesis and the results of the completed research are combined into information that can be used to build solutions.

4.1 Customer Personas

On the basis of the interviews and other research, these 4 customer personas were created, and these will help in understanding the needs of the different kinds of people attending events, and their needs. The service enhancements and new services that follow in chapter 17 are proposed based on the needs of these personas.

The persona template was modified from the recommendations by Stickdorn et al (2018,41-42). They state that a persona should include: An image, a name, demographics, a quote, mood images, a description and statistics (Stickdorn et al. 2018,41-42). As the customer groups are likely to be large, and no quantitative data was available, this research will forego the statistics-aspect. Prior experience also shows that a descriptive name such as "New and Careful" may better inform the reader about the needs of the group than a name such as "Bill". Demographics are also excluded purposefully: a person can fit into a group regardless of their age, gender or ethnicity. Demographic data has not affected this research and is irrelevant for the purpose of this project.

The created template, in addition to the name of the type and a quote includes a description of the needs of the group, an opportunities-box that includes specific, mentioned insights from the interviews, as well as an idea-box on the bottom with more things to consider. The main focus is on actionable items for the organization to take into consideration in the future.

4.2 The True Fan

THE TRUE FAN

"The team is a big part of my identity."



For the True Fans, the interviews revealed a **need to be seen and heard**. Especially the fans investing in a season ticket consider organizational communication and reputation important, as their identification with the team is so strong.

The opportunity in this group lies in the immense amount of care and knowledge they possess. Involving this group in some core decision-making opportunities can supply them with a **stronger sense of ownership and belonging** and a return on their monetary and emotional investment.

DESCRIPTION

The True Fan has loved ice hockey since childhood, and bonded with the players and the team strongly.

They are very likely to still go to games as often as they can, or even own a season ticket. For them, **the game matters a lot more than the experience**, even though the mood and atmosphere at the arena plays a big role.

When they go to a game, **they know where their seat is and what they can expect**. Most likely they do not spend a lot of money during games, maybe a cup of coffee or a beer can be a nice touch. They want the service experience to go smoothly and quickly. No hassles, just a good game and a win for the home team.

The True Fan often reads statistics, listens to player interviews and interacts on social media. Since **the team is a big part of their identity**, the public image of the team affects them personally. Embarrassing statements or bad decision-making can make them react strongly.



In addition to the sense of belonging, the success of the team can be important. But as examples show, even less successful teams can have very loyal fanbases. Rewarding loyalty in ways both big and small can be the beginning of a long-term investment, and move people from casual viewers to the True Fan-category.

Figure 25: Customer Persona: The True Fan

4.3 The Social Butterfly

THE SOCIAL BUTTERFLY

"I'm just here to see my friends!"



For the Social Butterfly, a successful night at a game relies on a strong and varied service offering. Surprising the group with a visit from a player, having the opportunity to take pictures, offering trending food items or drinks: it **has to be a night to remember**, and a night they can duplicate.

There is an opportunity to make this group of people more regular visitors, if there is **something new for them to experience** every time. In addition, visibility on social media and corporate publications can be of help.

DESCRIPTION

The Social Butterfly visits games when they get tickets for free or maybe see a commercial for a special event. Even corporate groups fall heavily into this category. In fact, the game itself does not matter that much for this customer. It's fun entertainment, but **not the main reason** why they are there.

When this persona visits the game, they often want good food, good drinks and the **ability to socialize** with the person or group they came with. It may be a company socializing event or just seeing an old friend or a family member. They are likely to make use of the supporting services at the arena: bars, restaurants, shops and meeting rooms.

Sharing the event on social media or to their friends is a likely outcome afterwards, and getting the opportunity for photo ops with their friends, **a shared experience** of some kind or doing something memorable is likely to be important as well.



In addition to the social aspect, ensuring that group services are smooth and easily approachable. Company Christmas parties, non-hockey-related events at the arena, meetings and other service offerings can be marketed widely as approachable and fun events, with ice hockey on the side.

Figure 26: Customer Persona: The Social Butterfly

4.4 The Busy Critic

THE BUSY CRITIC

"If I go somewhere it better be good!"



For the Busy Critics, a **smooth service experience both physically and online** is the key to success. This group is likely to spend money on goods and services, if it can be done easily.

The opportunity in this group is in **growing loyalty via understanding**. Having fun with kids or colleagues at a game may become a more recurring event if the venue stands out positively. Mobile payments, applications, pre booked meals or even the opportunity to use the business center may be positive surprises.

DESCRIPTION

The Busy Critic has no time for frills and complications. This may be a parent who has promised their child that they will visit a game, but alas, it has been a busy month at work, or a businessperson who entertains a guest. The goal is to **enjoy the experience, and then leave**. They themselves may or may not like hockey, but this visit is not about them.

This persona has no time or interest for unexpected complications or surprises. From finding the schedule, buying the tickets, arriving at the arena, buying a beer or a hot dog to exiting, **things have to run smoothly**. And if they don't, the organization may hear from them personally, or on social media.

If and when the venue and the experience turn out to be a positive and relaxing environment, and the **attention to detail** has succeeded, this persona will most likely very happily visit again.



Other things to consider for this group is VIP services or business guest services, including a special parking area for quick entry and exit, a separate area of the bar for quick pickup of food and beverage items or a way to bill the services before or after the event.

Figure 27: Customer Persona: The Busy Critic

4.5 The New and Careful

THE NEW AND CAREFUL

"I'm not sure this event fits my needs."



For the New and Careful to have a successful visit, explaining how they can make their visit **better fit their needs** is important. It can be something small as explaining how the game and breaks work to something big as a separate room where to watch with a fussy baby.

Paying attention to user experience design in online services as well as physical services, and ensuring **a high level of accessibility** regardless of the customer should be a priority for any organization.

DESCRIPTION

The New and Careful visitor relies on **information and a sense of safety** when making their decision to visit a game. It may be a new family, a person with special needs or even grandparents visiting their first hockey game with their grandchild.

This group of visitors often needs **support during the different steps in their customer journey**.

Accessibility, clarity, calm areas of the venue, clear instructions and a sense of what to expect can ease them into feeling comfortable and happy about their visit.

Paying attention to restroom cleanliness, different food options, ticket purchase (and cancellation) options as well as a timetable are important, too. Ensuring that there are **other things to do** besides sitting and watching the game in their seat is key. A quieter room with a large screen can also be an option. As first time visitors, a small surprise or something unexpected happening during the event is always appreciated.



The focus on safety, security and accessibility has the ability to bring more potential customers to games. A smooth, safe and inclusive environment serves all customer groups, and an accessibility and inclusivity plan should be a part of any modern organization's customer service plan.

Figure 28: Customer Persona: The New and Careful

4.6 Current Customer Journey – Service Safari

The current customer journey is based on online research as well as a service safari by one of the interviewees, conducted on the 6th of March 2020. It is important to keep in mind that this experience is pre-Covid 19 and does not include insights into health and safety measures at the venue. The image is long, and is hence divided into two separate images with explanations below each one.

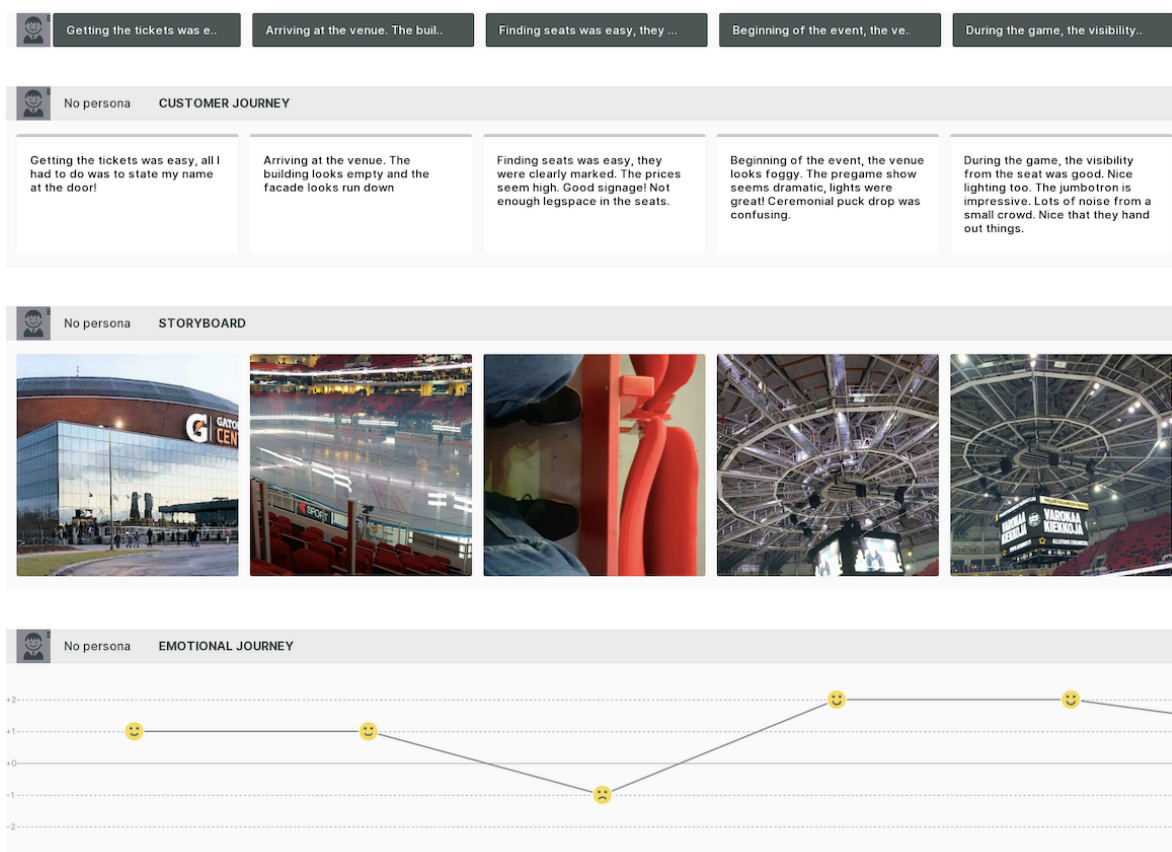


Figure 29: Current customer journey as of March 2020 part 1

The ticketing for the event went smoothly: the commissioner had provided the participants names to the ticket counter, and the participants got their tickets from there. The façade of the building was one of the first things that was commented on, as well as the leg space for taller guests being limited. The venue itself was seen as impressive, and finding the seats and services happened without any surprises. Some other notes included the warning about the flying pucks (which raised some concerns) and pricing of items (seen as fairly high).

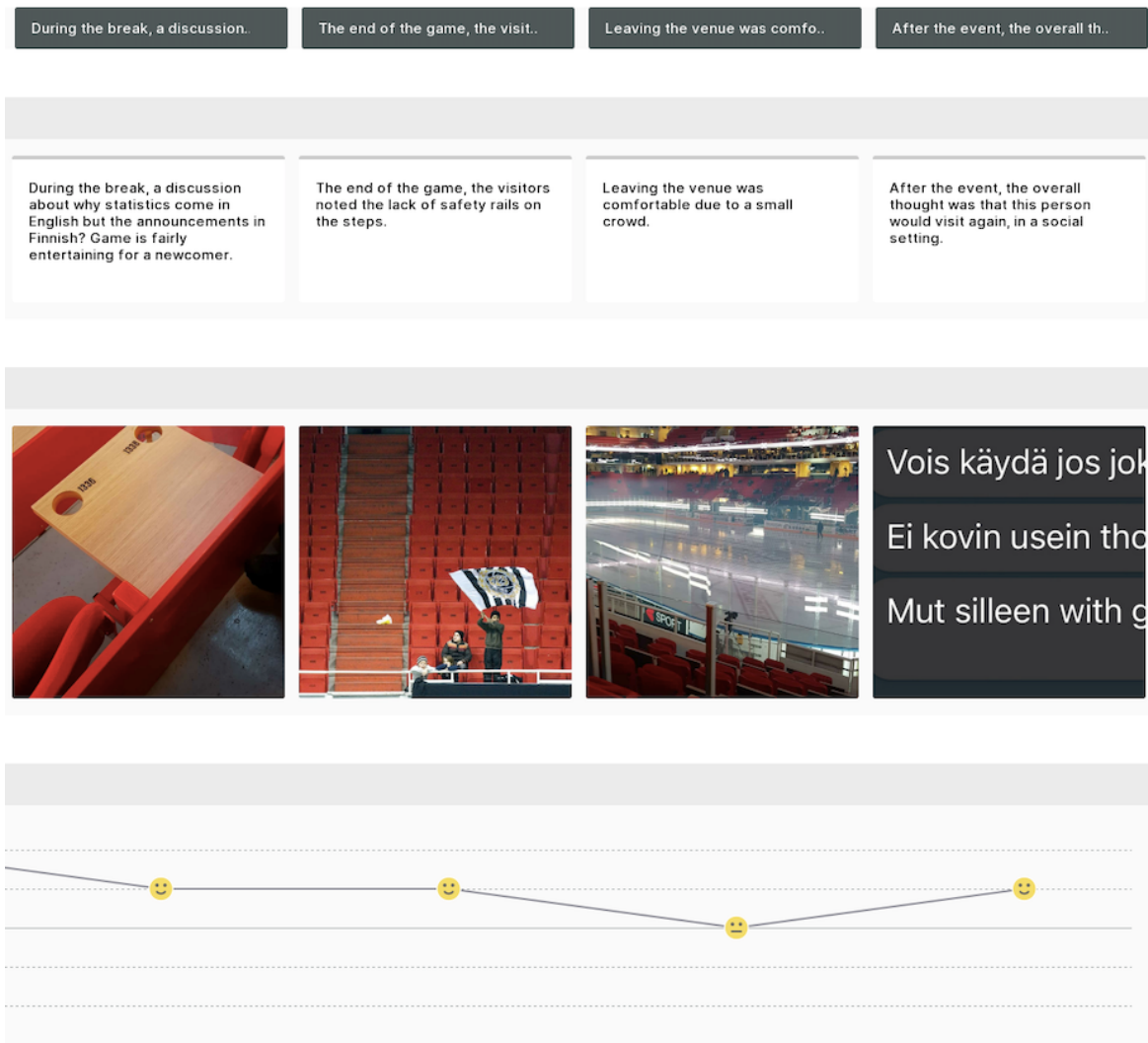


Figure 30: Current customer journey as of March 2020, part 2

The choice of language was a point of discussion for these visitors: some things were announced in English and some in Finnish, with no Swedish language announcements at all. A noted safety concern was the lack of more railings on the stairways and near seating. This visitor, based on comments went from the New and Careful-persona to the Social Butterfly-persona. They began as highly skeptical of the event and venue, with concerns for how the event would go, and what the experience would be. After the event, the experience was deemed mostly positive, and the participant stated that they'd be happy to visit again, as long as some friends came along for company.

4.7 Event Canvas

In order to facilitate a holistic understanding of the customer experience at an event, the Event Canvas was used based on the Social Butterfly-persona.

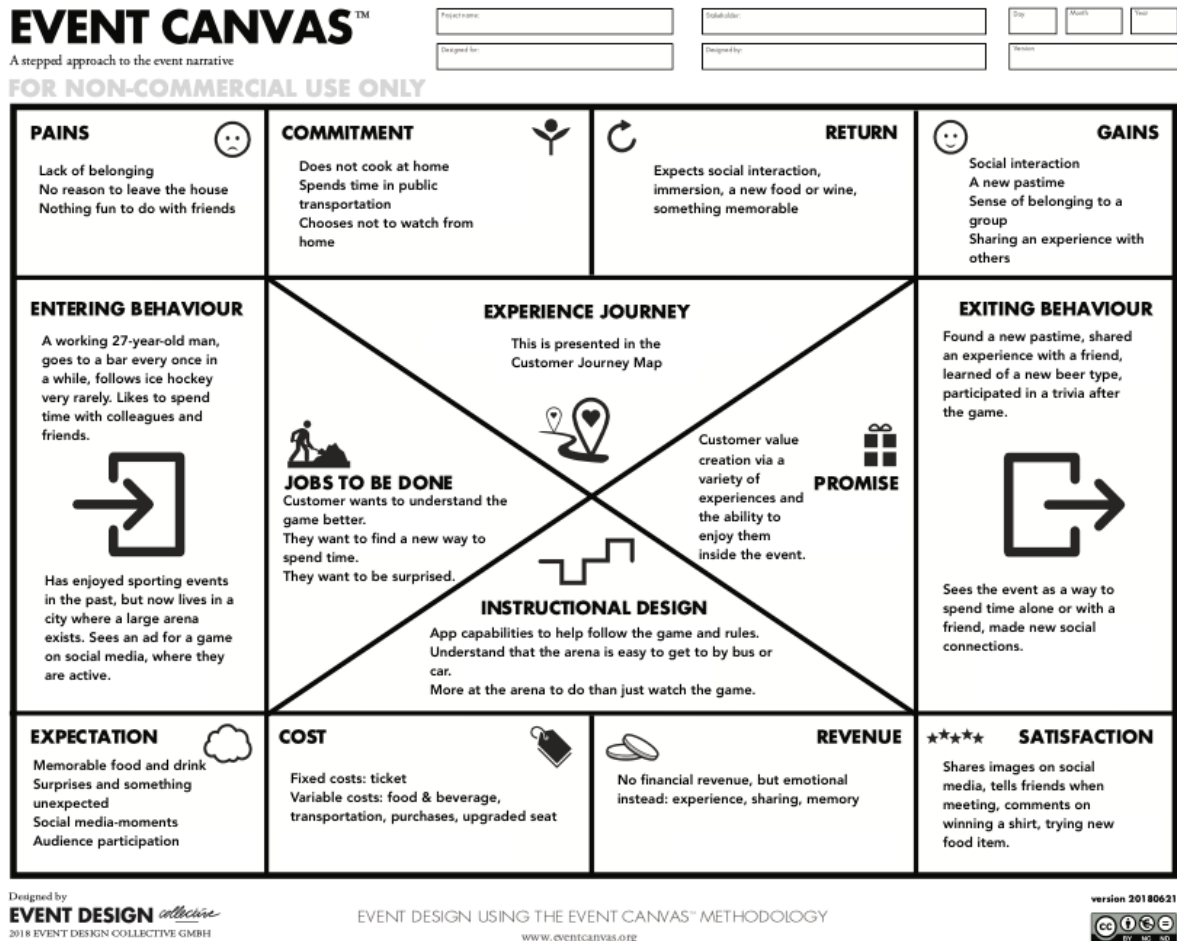


Figure 31: Event Canvas - Social Butterfly

In this Event Canvas, especially the commitment, expectations, return and cost segments were useful to consider. In most personas or canvases, these may be overlooked. For this persona, the commitment requires energy to leave the house, take public transportation and choosing to watch live. It is the commitment that has to be countered with an experience worth that commitment.

Expectations cannot be fully known, but customer surveys, inquiries and interviews can help create an understanding of what customers expect. For this persona, it is

memorable food and drink, moments worth posting on social media about, as well as participating in something as a part of an audience. While many events manage to get participants regardless of the cost, while the commissioner undertakes the process of innovating their experience, cost may be a factor. 10 euros for one person is a lot and very little to another. Meeting expectations and fulfilling needs that are understood can help them meet that cost and make it worth the spend.

5 Develop

During the interviews, the participants observed that they did not view TPS as an active member of the local community up to the level they would expect, nor did they feel as if they have a say in what happens at games or inside the organization. The overall understanding is that the team represents the city, and that the fans and people are a part of the organization, but more work remains to be done for that goal to be fulfilled up to a higher potential. The willingness to partake in the decision-making, up to a point, was voiced as a point of interest within the True Fan-customer segment.

5.1 Fan Panel

Based on the interviews, the interest of the fans to participate actively and the interest of the TPS organization to be an open organization, the recommendation is to start a Fan Panel. The main reasoning behind the Fan Panel is to include a wide variety of people in the activities, and to gather real data and feedback on how they feel and what changes could be beneficial. The participatory approach, as well as the move towards the Experience Economy also support this step.

The goal of the Fan Panel is to get the buy-in of relevant groups of people in order to enhance accessibility, sustainability, inclusivity as well as to function as a base for more agile decision-making.

5.2 Four steps of the Fan Panel

This is the outline of the purpose of the fan panel.

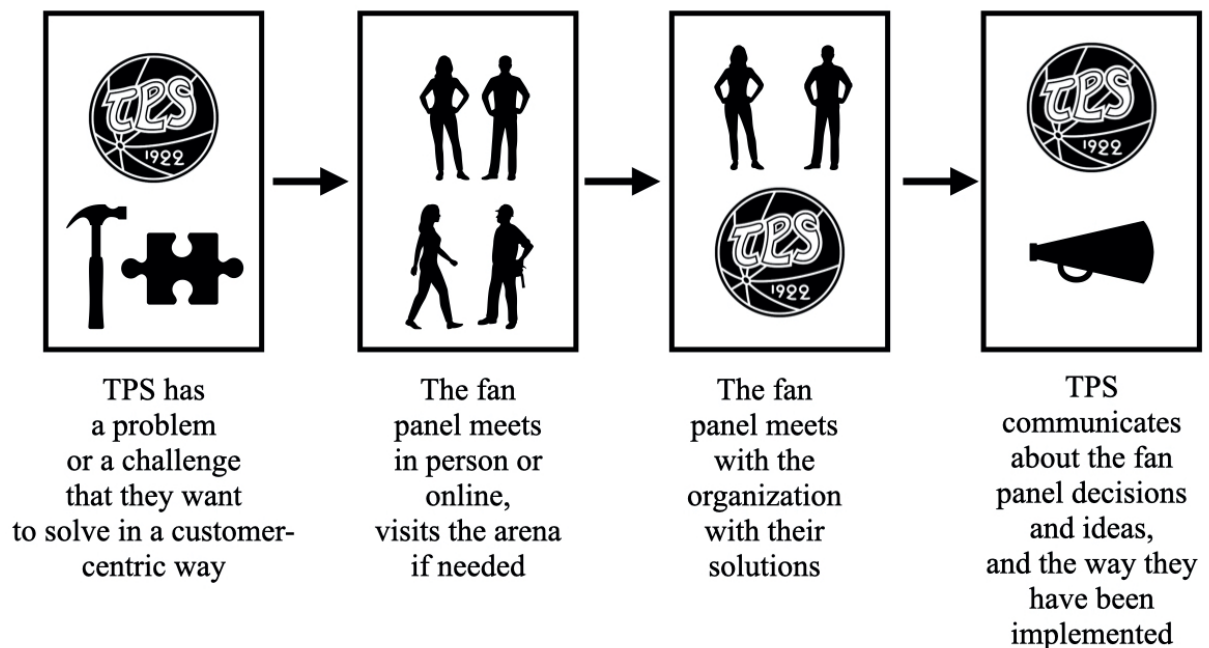


Figure 32: Four steps of the Fan Panel

Next, a Service Blueprint is presented with an example of a case that the Fan Panel can help solve. In this example, the Fan Panel meets and recommends that the arena entrance should be redone, since according to their discussions, first impressions are important, and the majority agreed that this is something they would like to change. TPS agrees that the entrance to the arena could be more inviting, but they do not want to spend a lot of money, since there is a strong chance that a new arena will be built in the next few years. However, they want to work with what they have, and promise the Fan Panel 5000€ for them to spend.

In the first step, the Fan Panel itself is marketed. The TPS organization will take the steps to advertise the opportunity. The Panel could include parents of junior players, the previously recognized customer personas, local business owners and perhaps some representatives from the city of Turku. The goal of the Fan Panel is to be diverse and to represent a wide variety of needs, views and opinions. With

the help of their own website, social media and writeups in local print media, they should be able to reach a wide variety of interested parties. Some form of compensation could add the willingness of people to participate.

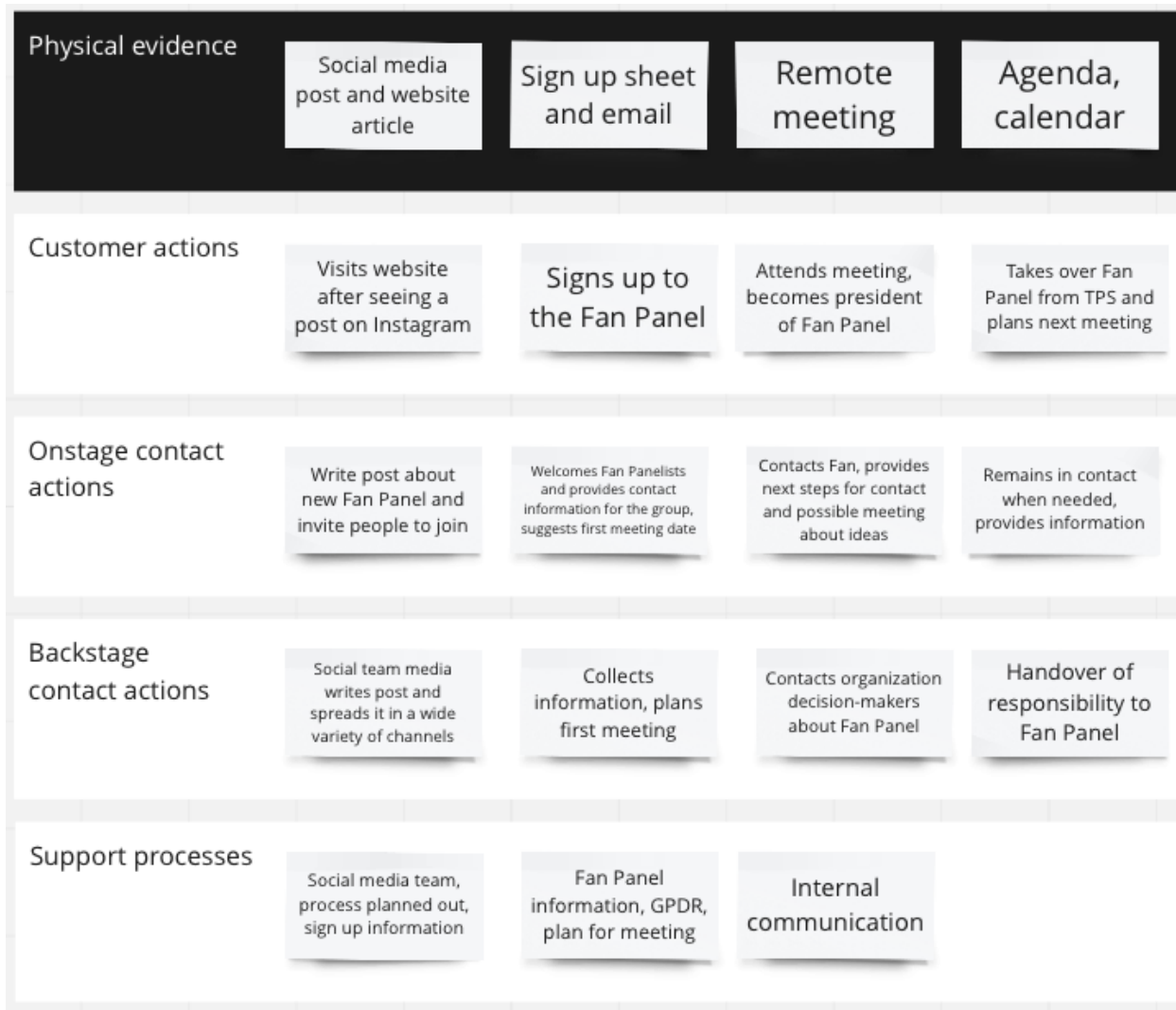


Figure 33: Service Blueprint - Fan Panel, part 1

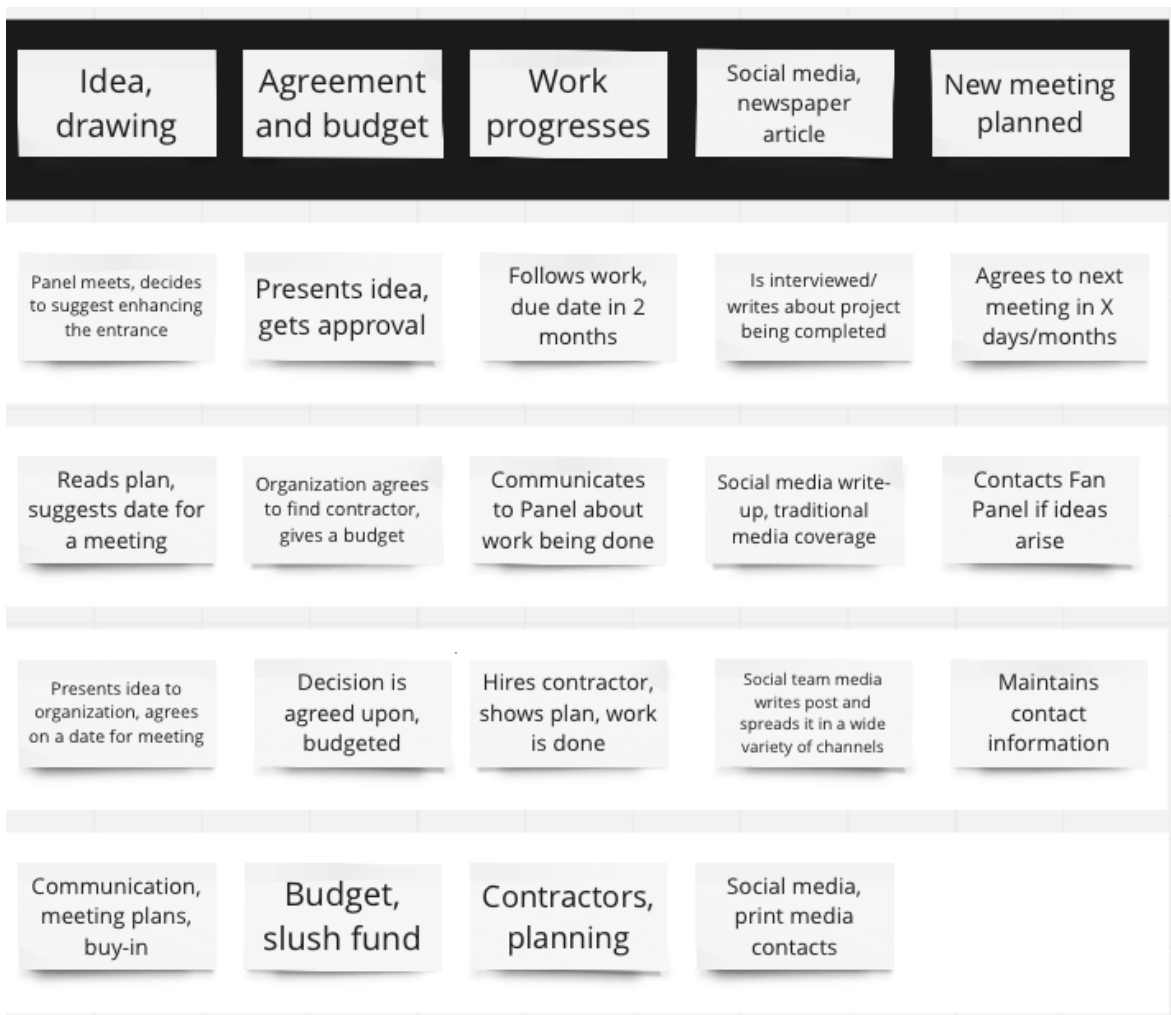


Figure 34: Service Blueprint - Fan Panel, part 2

In this example case, the Fan Panel has been given the chance to affect something visible at the arena. In addition to the participatory approach of this solution, the marketing and PR opportunities are higher.

5.3 Enhanced app capabilities

With the recognized need of fan participation, as noted earlier, some significant changes can be made to the TPS app to both drive usage and to bring added value to the user. On the next page is the landing page of the TPS app as of 18 October 2021, as seen on an iOS-device.

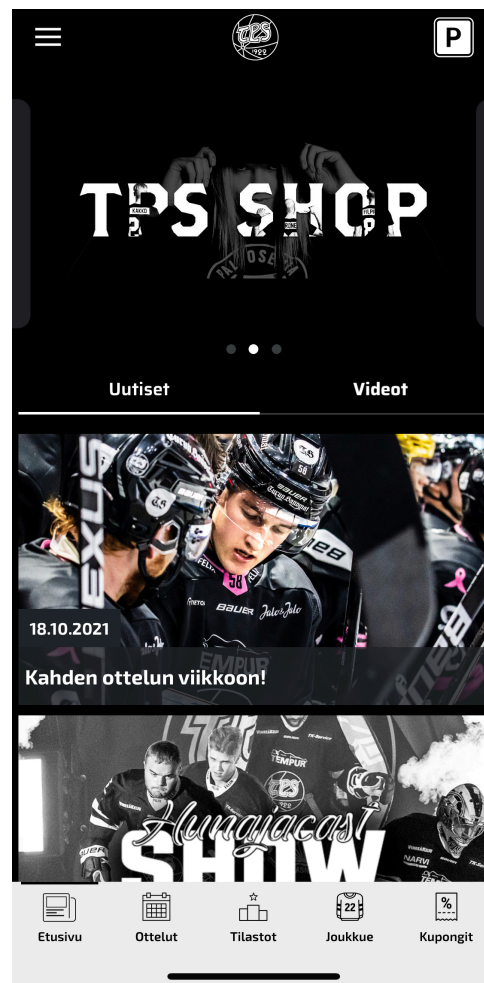


Figure 35: Screenshot of the current TPS application (HC TPS, 2021)

Currently, the app includes a segment regarding latest news about the team and the ability to pay for parking beforehand. In addition, the user can see the statistics of all Liiga-teams. There are some capabilities that exist either in other forms or other uses that could be added to the existing application infrastructure.

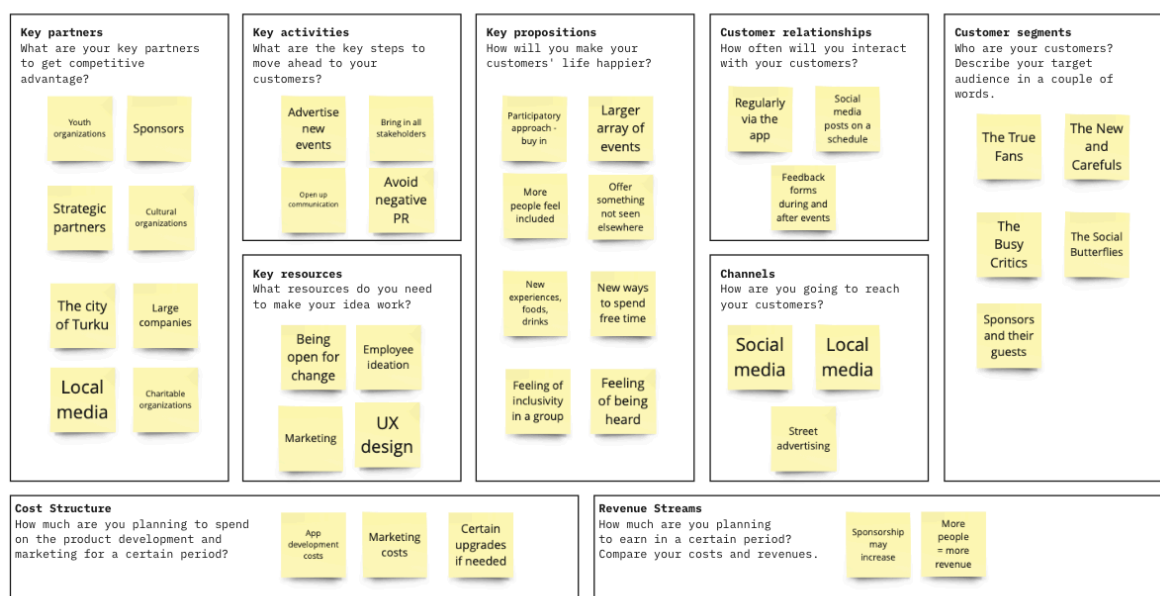
As the customer downloads the app, the ability to offer location-based notifications can be useful. Pinpointing the customers location at the arena can help in pointing them towards the nearest restroom or bar, offer them a coupon at the food stall they are near, or the ability to give feedback on the meal they had. Season ticket holders could even be offered rewards for attending a certain amount of games.

5.4 Business Model Canvas

Presented below is the proposed Business Model Canvas that takes into account the new sources of revenue brought on by the updates to the service offering. During this process, no financial figures have been discussed. However, the event upgrades will only require some additional expenses in security personnel and event staff, if the participating organizations set up their own booths or areas. In addition, sponsors can be invited to be the hosts for theme nights and help with the incurred costs of giveaways, decorations and other needed items.

This Business Model Canvas template is available on the platform Miro (www.miro.com) and is copyrighted by Strategyzer. It is displayed sideways to allow for all the content to be seen and compared simultaneously.

The Business Model Canvas



Source: [Strategyzer AG](https://strategyzer.com) | License: [CC BY-SA 3.0](https://creativecommons.org/licenses/by-sa/3.0/)

Figure 36: Business Model Canvas, designed in Miro

6 Deliver

This research and the Ilta-Sanomat-research have found that many people feel that they do not get value for their money when visiting a hockey game. This issue has affected the Finnish hockey league, Liiga, for several years (Suvinen, 2021) and is likely to persist in the future without a challenge to the status quo.

Considering the challenging situation regarding events as a whole, as well as the ever increasing competition for customer's time, this research also proceeds to propose a new way of thinking about hockey arenas.

Currently, when a customer visits a hockey game, that is the main event. That is the reason why people should attend. The supporting services, food, drinks, a pre-show and some merchandise buying options exist in the shadow of the main event, the game.

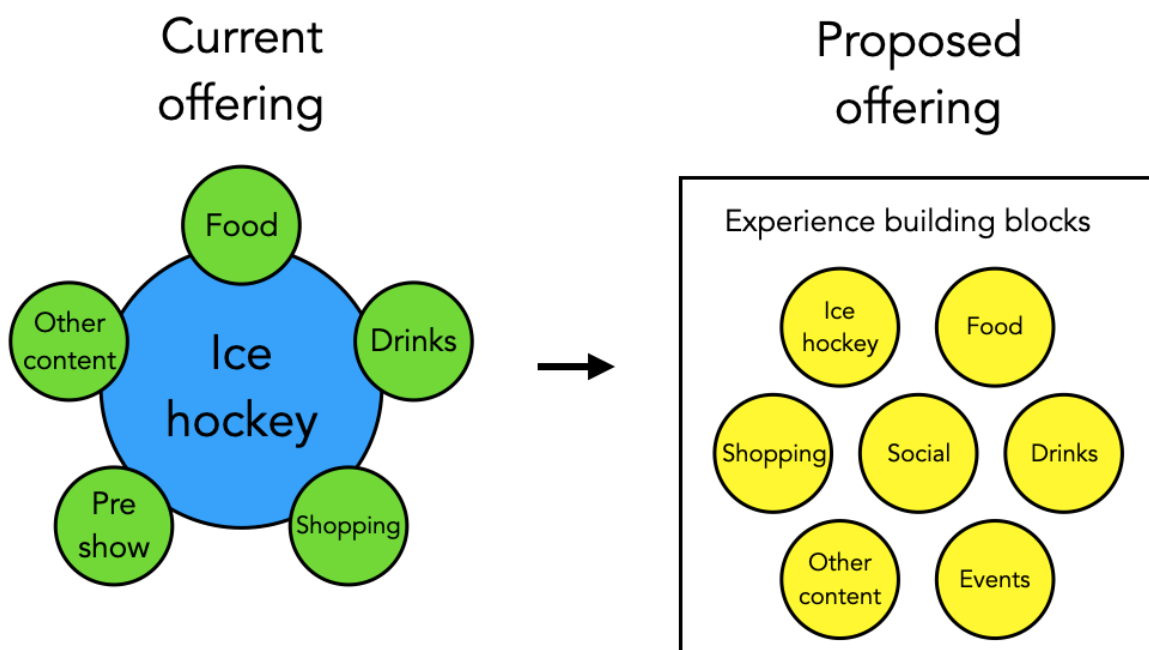


Figure 37: Current and proposed service offering

A new way of thinking about the venue and the event itself is to compare it to the Finnish cruise line business. The idea is to offer one place that people pay to enter,

and it offers a variety of activities not necessarily tied to one another or dependent on one another. Some people can choose to enjoy excellent food and beverages, others can attend a shopping event and third group may visit the venue to watch the game and see their own children play on the ice during the intermission.

The fact is that the hockey game is played whether there is one person attending or 5000. During covid, arenas were not able to admit people to the venues, but the games were still played. This research invites the organization to challenge the overall thinking of what a hockey game looks like and to expand on it. The proposed Fan Panel in chapter 18.1 and 18.2 could be used for ideation purposes as well. Below are presented some ideas benchmarked from the United States, where ice hockey games often include more activities than the game itself. Included are also the personas for whom these ideas may be the most appealing.

6.1 Arena activities – The New and Careful, The Social Butterfly

During benchmarking for this research, the arena itself was the first consideration. It has spaces both big and small. It is easily accessible, and the main corridor guides the visitors around the ice rink. These spaces could lend themselves for charity fundraisers, flea markets, job fairs, speed dating events, food tastings or even art shows.

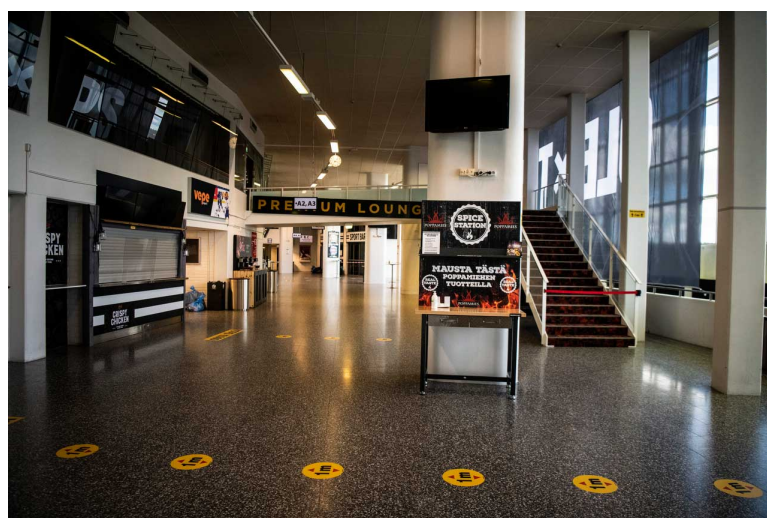


Figure 38: The wide main corridor would lend itself to many kinds of events (Ala-Kivimäki, 2021)

6.2 Junior hockey tournaments – The Busy Critic, The New and Careful

During the regular season games, youth teams have the ability to purchase tickets as a group for the young players and their parents, and experience what it feels like to play at a big arena surrounded by an audience. The options include either a longer game before the start of the main event, or a three minute mini-game during the intermission. This has the opportunity to bring parents with their children to experience the game from up close, and to provide the future talents the chance to play at a big arena. The added benefit is a minimum ticket amount, which could have a positive influence on revenue without a large investment.

6.3 Theme Nights

The commissioner has begun to offer student nights, with affordable tickets and student-friendly prices. This has been a fairly popular addition. Considering the ideas benchmarked earlier, this concept would easily lend itself to almost any group or theme. Sponsors can offer free giveaways and get visibility and event visitors get new experiences.

The themes suitable for a hockey game do not have to have anything to do with hockey itself. Disco night, a daytime game suited for children and families, a charity event with black tie and champagne, the choices are limitless. Advertising the option for theme nights and utilizing voting capabilities on social media can help narrow down which option would be fitting for which evening or group.

These are only some of the options the organization has for expanding their event offering. Ideation with the help of relevant stakeholders, such as the city of Turku, youth and student organizations, large employers and the cultural sector can help bring new actionable items for the TPS organization to offer.

6.4 Improved Customer Journey

In these improved Customer Journey Maps, some of the proposed solutions are taken into use. In the first one, a True Fan utilizes the updated app as well as participates in the fan panel. In the second one, the New and Careful signs their child's youth hockey team up for a youth hockey experience at the arena. The Customer Journey Maps are divided into two parts, and a longer explanation of the steps is found below.

6.5 The True Fan and the participatory approach



| Journey Steps Which step of the experience is described? | Discovery | Arriving at the event |
|--|--|--|
| Actions What does the customer do? What information do they look for? What is their context? | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Sees a post about the update to the TPS app</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">After registration, a free gift for season ticket holders is activated</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Decides to attend the next game</div> </div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Location based prompt: free drink!</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Finds their seat</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Checks the current standings</div> </div> |
| Needs and Pains What does the customer want to achieve or avoid? | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Needs to feel heard as a loyal fan</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Feels under-appreciated and as a source of money</div> </div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Speedy service</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Statistics</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Crowds, lines</div> </div> |
| Touchpoint What part of the service do they interact with? | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Social media</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">TPS application</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Ticket services</div> </div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 30%;">TPS application</div> <div style="border: 1px solid gray; padding: 5px; width: 30%;">Event staff</div> </div> |
| Customer Feeling What is the customer feeling? |  |  |
| <i>Backstage</i> | | |
| Opportunities What could we improve or introduce? | Increasing loyalty of season ticket holders with giveaways or personalized notes. | Increases app usability and usefulness. Decreases need for other information channels. |
| Process ownership Who is in the lead on this? | <div style="border: 1px solid gray; padding: 5px; width: 50px; margin: 0 auto;">Marketing</div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; padding: 5px; width: 50px; margin: 0 auto;">Marketing</div> <div style="border: 1px solid gray; padding: 5px; width: 50px; margin: 0 auto;">Services</div> </div> |

Figure 39: True Fan Improved Customer Journey, part 1

In the first part of this Customer Journey Map, the True Fan sees the advertising and downloads the enhanced application. The app greets the user and offers them a small gift as a thank you for them being a loyal fan. This customer is familiar with the environment, and they do not need help finding their regular seat. However, research shows that this group feels often underappreciated by the organization, and only sees themselves as a source of revenue. Increasing loyalty, feedback and small benefits in addition to the participation in the Fan Panel can help keep this customer group involved in the process.

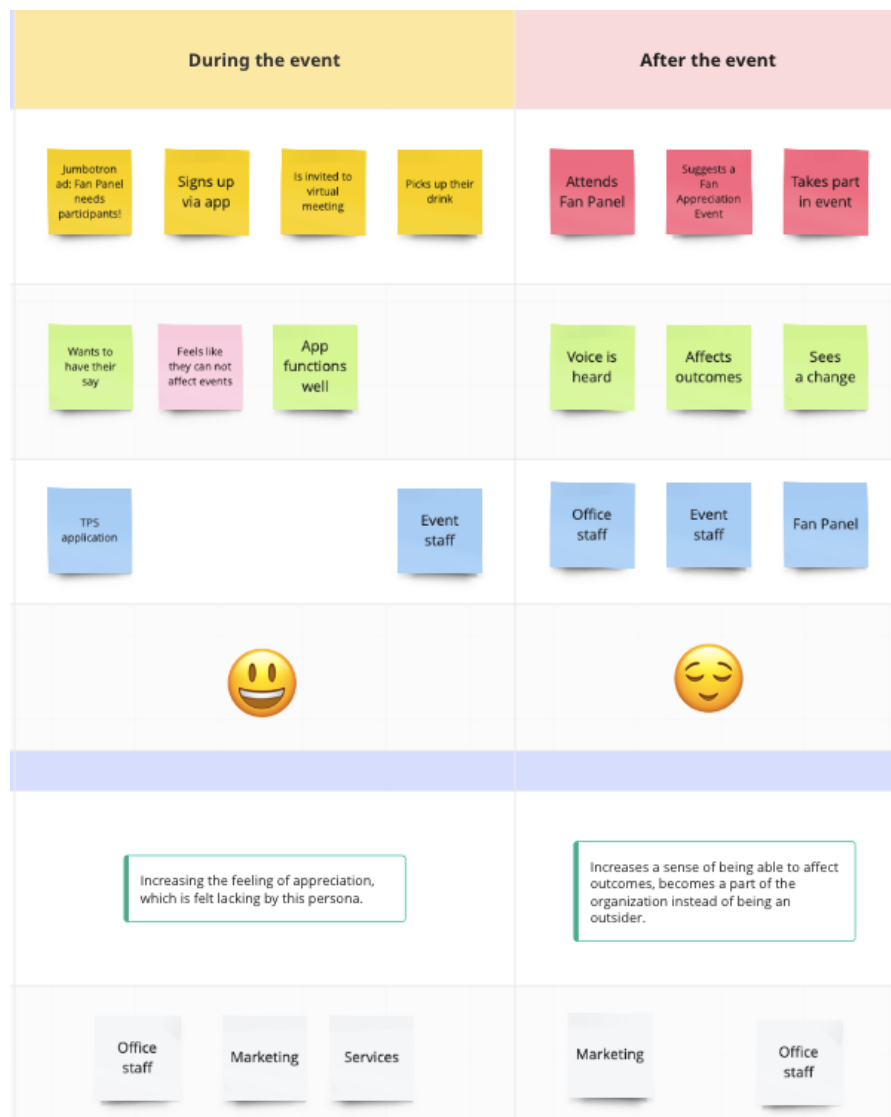


Figure 40: True Fan Improved Customer Journey, part 2

In the second part of the Customer Journey Map, the True Fan is informed of the new Fan Panel and decides to sign up. During the registration, the Fan is informed of concrete examples of cases the panel can help solve, adding to the credibility of this proposed process.

The Fan Panel, as introduced in chapters 18.1 and 18.2 does require input from the organizational staff. However, the increased possible revenue streams brought on by the changes can help make up for the incurred personnel costs.

As the True Fan participates in the process, they will get their voice heard, lessening the feeling of only being a source of income for the organization. Decisions on topics such as food offerings, add-on-services, décor, music and entertainment can and should be left up to the people enjoying them.

6.6 The New and Careful and the youth hockey experience

In this Customer Journey Map, the new youth hockey experience is marketed on social media, targeting especially parents of children, people interested in youth hockey and at school events if possible. A parent of one youth hockey team sees the targeted advertisement on Instagram and contacts the sales team. They receive the confirmation, as well as a detailed schedule for the evening.

An important factor in this solution is the group of children. They may not have many adults supervising, and a dedicated event staffer may be allocated to every youth group that visits. The staffer can help guide the group around the building, and following the game, help them find their seating area.

When a large group is at an event, changes to plans and schedules may feel stressful. Personalized service can help lessen this possible pain point.

| Journey Steps Which step of the experience is described? | Discovery | Arriving at the event |
|---|---|---|
| Actions What does the customer do? What information do they look for? What is their context? | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Sees the experience on social media</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Discusses with team</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Contacts TPS and signs up</div> </div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Brings the children to the locker room</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Helps group get ready</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Discusses event with staff</div> </div> |
| Needs and Pains What does the customer want to achieve or avoid? | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Memorable event for children</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Organizing an event by themselves</div> </div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Help with managing group</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">A preset schedule</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Changes to plans</div> </div> |
| Touchpoint What part of the service do they interact with? | <div style="border: 1px solid #ccc; padding: 5px; width: 50%; margin: auto;">Sales office</div> | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Signage</div> <div style="border: 1px solid #ccc; padding: 5px; width: 30%;">Event staff</div> </div> |
| Customer Feeling What is the customer feeling? <i>Tip: Use the emoji app to express more emotions</i> |  |  |
| Backstage | | |
| Opportunities What could we improve or introduce? | Increasing participation of non-traditional customers and groups | Increase comfort level by helping the group and advising them on what happens and when. |
| Process ownership Who is in the lead on this? | <div style="border: 1px solid #ccc; padding: 5px; width: 50%;">Sales team</div> | <div style="border: 1px solid #ccc; padding: 5px; width: 50%;">Event staff</div> |

Figure 41: The New and Careful improved Customer Journey Map, part 1

With the addition of the youth hockey experience, new customers can be brought in as well. Parents, grandparents, friends of families and people working with the children may want to participate and see the children play. Setting a minimum ticket purchase amount also ensures revenue to help offset the cost of allocating an event staffer to the group.

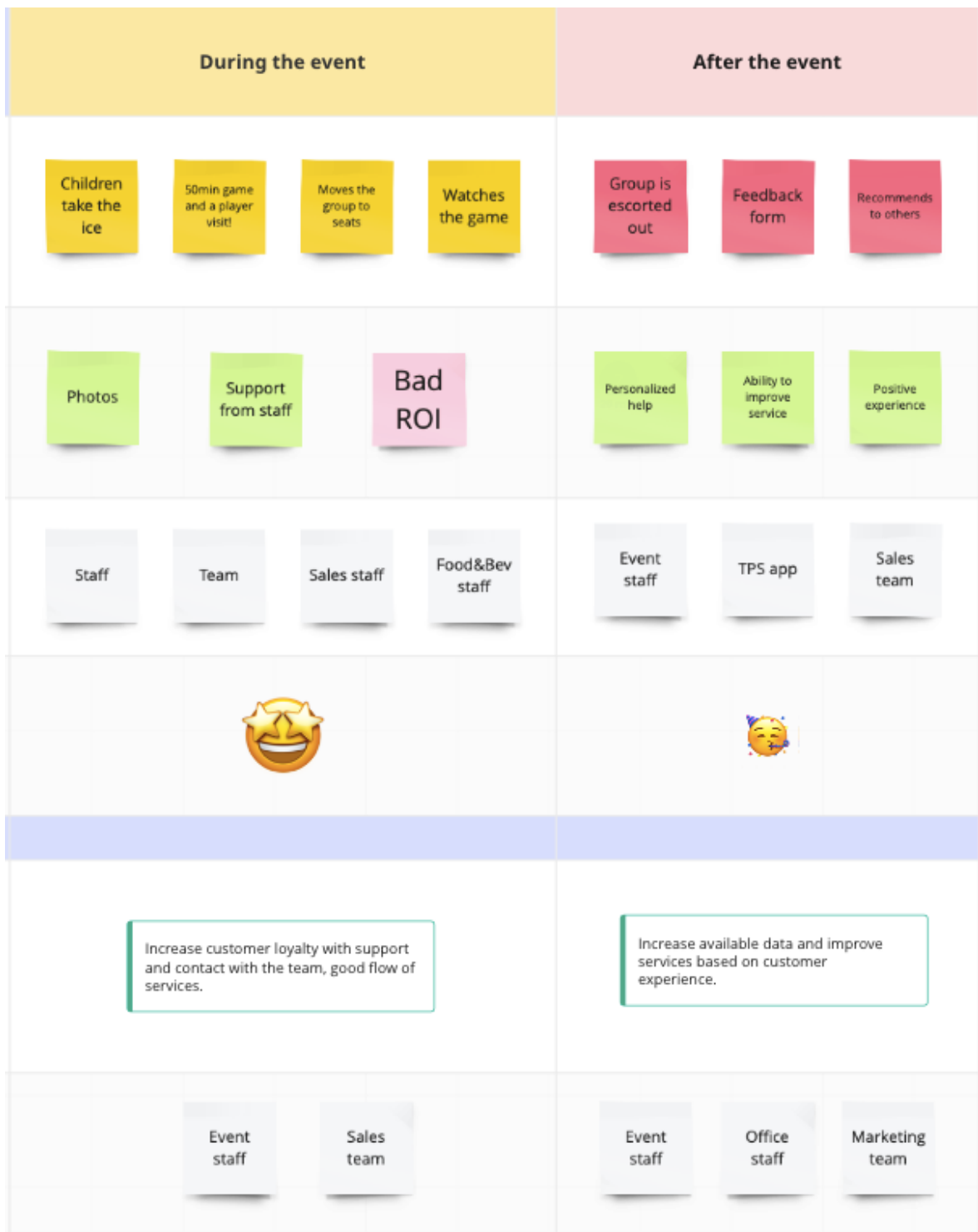


Figure 42: The New and Careful improved Customer Journey Map part 2

In the second part of this Customer Journey Map, the children get to experience a 50 minute game on the ice, and a player from the team meets and greets the group. This has the potential to make the event even more memorable, and to increase a feeling of loyalty with the team in question. After the event, feedback can help

modify the experience further, or to peak interest in youth hockey representatives to participate in the Fan Panel.

7 Conclusions and next steps

The development of a Service Design project is often a non-linear process. While the Double Diamond framework is a tried and true roadmap and has been validated by thousands of designers, the ability to stay agile and to add methods or validating tools on an ad-hoc basis is critical. Sometimes, however, something unimaginable happens: a hurdle no one could have predicted, such as a pandemic. The ability to add thoughts on the ideal way this research project could have been conducted offers additional things for consideration for further development.

Taking into consideration the methodological framework of this thesis, three distinct courses of action could have added value. The first actionable item would have been to workshop solutions with both current and potential customers. The workshop could have been based around the four personas presented earlier, which were created on the basis of interviews conducted. Having participants choose a persona and then visiting a game or imagining it in a physical or virtual space could have been a fruitful source of development ideas, and a way of validating presented ideas. In addition, the personas themselves could have been validated during the workshop.

The second development opportunity could have been, as was originally planned, to include the employees working in the different customer-service related tasks at the arena. Following the research, interviews and a customer workshop, having the employees go through the material and create an inclusive customer service framework would have added to the participatory approach of the thesis, as well as helped to gain the buy-in and feedback of those who meet these customer groups in their daily work.

The final part of improving and further developing this thesis would have included the board and other leadership of the organization. Bringing to their attention the challenges found in the research, personas that have been validated, concrete actionable items thought out together with customers as well as including the frontline employees points of view could have formed a strong basis to further motivate the need for radical changes to the way the organization manages the event-side of their business. An additional benefit of a walkthrough of the results as well as a workshop on the basis of feasibility of the improvement suggestions is to have created evidence and opened the imaginations of those who hold the power of the purse in the organization. Included in this third improvement suggestion is also more frequent overall communication with the commissioner.

Hopefully this reflection gives the commissioner something to consider in their own continued internal development. The ultimate goal of this thesis was to bring Service Design into Liiga for the first time and to display the opportunities it can give. That larger goal, regardless of the complications, has in many ways been met.

The changing event landscape and the constant competition for consumer's time creates challenges, but also possibilities. The original core research question of this project was *"How to offer the customers something worth getting off the couch for?"*.

During interviews and other research, it became clear that current consumers of live ice hockey in Finland do not feel as if they are getting their money's worth of entertainment. The customers recognized in this research are varied with different needs. As competition gets tougher, organizations have to get more creative and to offer different things to different groups with different motivations. The Social Butterfly cares most about the social setting: bars, food and seating, whereas the New and Careful can use a lot more information before the event to feel more secure.

Rethinking the way ice hockey is watched live, and the auxiliary services attached to it is necessary for ensuring the survival of this form of entertainment. This rethinking lies in the core of what this research seeks to ignite: to boldly reconsider the entertainment form as a whole.

The main need for the TPS organization is to increase revenue. The players will play whether there is an audience or not. The proposed bold action is to consider the hockey game as only a part of the reason why people attend an event at the arena. If they buy the ticket, it does not matter whether they watch the game or not. This does not mean that participatory actions during gameplay such as live polling for which player to interview next or letting the audience pick the music cannot be implemented. However, it relieves the organization from the current stress of having to tie everything in with the game itself.

The proposed next steps for the organization are:

1. To begin setting up the Fan Panel, this can help create loyalty and buy-in, also within the researched customer segments
2. To involve their sponsors, partners and employees in the ideation process, to have the consideration of a wide variety of stakeholders
3. To try one or several of the new ideas with a low threshold: if it does not work, try something else, as the customer segments have different needs and will likely respond differently.

The final point is the most important. Bravely trying new things, ideas and offerings with a low threshold and the tools with which to measure their success will help keep live ice hockey the beloved part of Finnish culture that it has been for decades.

References

Antchak, V. and Ramsbottom, O., (2020): Fundamentals of Event Design. 1st ed. New York, NY: Routledge. Accessed via Google Scholar.

Augustyn, A., (2021): Dallas Cowboys | History & Notable Players. [online] Encyclopedia Britannica. Available at: <<https://www.britannica.com/topic/Dallas-Cowboys>> [Accessed 28 July 2021].

Birchall, M., (2017): What is Service Design?. [online] Medium. Available at: <<https://medium.com/@birchall/what-is-service-design-4f6e0086f501>> [Accessed 14 April 2021].

Blog.hellon.com. (2021): Hellon Feel Safe helps you restore the trust and peace of mind for your customers after COVID-19. [online] Available at: <<https://blog.hellon.com/feel-safe-helps-you-restore-the-trust-and-peace-of-mind-for-your-customers-after-covid-19>> [Accessed 28 July 2021].

Boston Bruins. (2021): Boston Bruins Youth Hockey Programs. [online] Available at: <<https://www.nhl.com/bruins/community/youth-hockey>> [Accessed 19 October 2021].

Bruins.io-media.com. (2021): [online] Available at: <<http://bruins.io-media.com/web/index.html>> [Accessed 19 October 2021].

Curedale, R., (2013): Service design - 250 Essential Methods. Los Angeles (USA): Design Community College.

Deloitte (2021): What is Service Design? How does it support innovation and change | Blog | Deloitte Digital Central Europe. [online] Available at: <<https://www2.deloitte.com/ce/en/pages/deloitte-digital/blog/what-is-service-design.html>> [Accessed 9 November 2021].

Design Council. (2019): Double Diamond. [online] Available at: <https://www.designcouncil.org.uk/sites/default/files/asset/document/Double%20Diamond%20Model%202019.pdf> [Accessed 16 Dec. 2019].

Depta, L., (2021): 12 Ways Sports Make a Positive Impact. [online] Bleacher Report. Available at: <https://bleacherreport.com/articles/2347988-12-ways-sports-make-a-positiveimpact> [Accessed 28 July 2021].

Eventbrite UK. (2021): Creating Safe Events: How to Make Attendees Feel Secure This Year - Eventbrite UK. [online] Available at: <https://www.eventbrite.co.uk/blog/creating-safe-events-make-attendees-feel-secure-ds00/> [Accessed 28 July 2021].

Friis Dam, R. and Siang, T., (2020): Affinity Diagrams – Learn How To Cluster And Bundle Ideas And Facts. [online] The Interaction Design Foundation. Available at: <https://www.interaction-design.org/literature/article/affinity-diagrams-learn-how-to-cluster-and-bundle-ideas-and-facts> [Accessed 26 October 2020].

Frissen, R., Janssen, R. and Luijter, D., (2016): Event Design Handbook - Systematically design innovative events using the Event Canvas. Amsterdam: BIS Publishing.

Funk, D. (2017): Introducing a Sport Experience Design (SX) framework for sport consumer behaviour research. Sport Management Association of Australia and New Zealand.

Grenier-Hemphill, R. (2015): Declining Attendance Trends in Collegiate and Professional Sports. [online] Core.ac.uk. Available at: <https://core.ac.uk/download/pdf/36693023.pdf> [Accessed 14 April 2021].

HC TPS. (2019): Briefly in English. [online] Available at: <https://hc.tps.fi/briefly-english/> [Accessed 16 Dec. 2019].

Hoffman, C., (2021): 7 Tips for Making Attendees Feel Comfortable at In-Person Events. [online] BizBash. Available at: <<https://www.bizbash.com/production-strategy/strategy/article/21403849/7-tips-for-making-attendees-feel-comfortable-at-inperson-events>> [Accessed 28 July 2021].

King, T., (n.d.): World Rugby fans invited to form global panel to inform content offering | SportBusiness. [online] SportBusiness. Available at: <<https://www.sportbusiness.com/news/world-rugby-fans-invited-to-form-global-panel-to-inform-content-offering/>> [Accessed 18 October 2021].

Lehigh Valley Phantoms. (2019): Choose One of Our Theme Nights! - Lehigh Valley Phantoms. [online] Available at: <<http://www.phantomshockey.com/choose-one-theme-nights/>> [Accessed 19 October 2021].

Lewis, M., (2019): NFL Fandom Report 2019 – Sports Analytics Research from Mike Lewis. [online] Scholarblogs.emory.edu. Available at: <<https://scholarblogs.emory.edu/esma/2019/06/24/nfl-fandom-report-2019/>> [Accessed 28 July 2021].

Liiga.fi. (2021): Joukkuetilastot | Runkosarja 2018-2019 | Tilastot | Liiga. [online] Available at: <https://liiga.fi/fi/tilastot/2018-2019/runkosarja/joukkueet/?stats_type=yteisomaara&home_away=&sort=#stats-wrapper> [Accessed 14 April 2021].

Mahajan, G., (2020): What Is Customer Value and How Can You Create It?. *Journal of Creating Value*, 6(1), pp.119-121.

Pine, B. and Gilmore, J., (1998): Welcome to the Experience Economy. [online] Harvard Business Review. Available at: <<https://hbr.org/1998/07/welcome-to-the-experience-economy>> [Accessed 9 November 2021].

Reimer, A., (2021): Why Sports TV Ratings Will Likely Still Suffer In 2021. [online] Forbes. Available at: <<https://www.forbes.com/sites/alexreimer/2020/12/16/why-sports-tv-ratings-will-likely-still-suffer-in-2021/>> [Accessed 28 July 2021].

Remis, N., (2016): A Guide to Service Blueprinting. [online] Dropbox. Available at: <<https://www.dropbox.com/s/g60zyqvrmyo3u1v/A%20Guide%20to%20Service%20Blueprinting.pdf?dl=0>> [Accessed 14 April 2021].

Servicedesigntools.org. (2021): Service Safari | Service Design Tools. [online] Available at: <<https://servicedesigntools.org/tools/service-safari>> [Accessed 28 November 2021].

SHL.se. (2021): Det här är hockey - SHL.se. [online] Available at: <<https://www.shl.se/mer-om-shl/det-har-ar-hockey>> [Accessed 19 October 2021].

Shostack, G. Lynn (1982): "How to Design a Service", European Journal of Marketing, Vol. 16 No. 1, pp. 49-63. <https://doi.org/10.1108/EUM0000000004799>

Southampton FC. (2021): SOUTHAMPTON FC | Official Website of Saints – latest news, photos and videos. [online] Available at: <<https://www.southamptonfc.com/supporter-services/saints-voice>> [Accessed 18 October 2021].

Stickdorn, M. and Schneider, J., (2019): This is Service Design Thinking. Amsterdam: BIS Publishers.

Stickdorn, M., Hormess, M., Lawrence, A. and Schneider, J., (2017): This Is Service Design Doing. 1st ed. Sebastopol, CA: O'Reilly Media.

Stroud, J. (2020): Understanding The Purpose And Use Of Benchmarking. [online] iSixSigma. Available at:

<https://www.isixsigma.com/methodology/benchmarking/understanding-purpose-and-use-benchmarking/> [Accessed 26 October 2020].

Suvinen, T., (2021): Jättikysely paljastaa: tämän vuoksi SM-liigaa riivaa yleisökato. [online] Available at: <<https://www.is.fi/sm-liiga/art-2000008324391.html>> [Accessed 18 October 2021].

Telia.fi. (2020): Liigan katsojaluvut kasvoivat voimakkaasti – Liigavahti-sovelluksessa yli kuusi miljoonaa videokäynnistystä | Artikkelit | Artikkelit | Telia. [online] Available at: <<https://www.telia.fi/artikkelit/artikkeli/liigan-katsojaluvut-kasvoivat-voimakkaasti-liigavahti-sovelluksessa-yli-kuusi-miljoonaa-videokaynnistysta-newsroom>> [Accessed 14 April 2021].

The Interaction Design Foundation. (2021): What is Service Design?. [online] Available at: <<https://www.interaction-design.org/literature/topics/service-design>> [Accessed 14 April 2021].

Walliman, N., (2011): Your research project. Thousand Oaks, Calif.: SAGE.

Web.archive.org. (2021): NFL Fan Support Rankings. [online] Available at: <<https://web.archive.org/web/20080229063926/http://www.bizjournals.com/specials/slideshow/13.html>> [Accessed 28 July 2021].

Figures

Figure 1: Image of empty ice hockey arena, page 3. Savonen, I., (2020): Tähän kuvaan kaikki tiivistyy – TPS:n kotiottelussa karmivan vähän yleisöä. [online] mtvuutiset.fi. Available at: <<https://www.mtvuutiset.fi/artikkeli/tahan-kuvaan-kaikki-tiivistyy-tps-n-kotiottelussa-karmivan-vahan-yleisoa/7757462>> [Accessed 19 October 2021].

Figure 2: Mind Map, page 5. Created on Coggle.it

Figure 3: Frame of Reference, page 7, created on Apple Keynote

Figure 4: The Progression of Economic Value, page 9. Pine, B. and Gilmore, J., 1998. Welcome to the Experience Economy. [online] Harvard Business Review.

Available at: <<https://hbr.org/1998/07/welcome-to-the-experience-economy>>
[Accessed 9 November 2021].

Figure 5: The Four Realms of an Experience, page 11. Pine, B. and Gilmore, J., 1998. Welcome to the Experience Economy. [online] Harvard Business Review. Available at: <<https://hbr.org/1998/07/welcome-to-the-experience-economy>> [Accessed 9 November 2021].

Figure 6: How to Design a Service, page 14. Shostack, G. Lynn (1982), "How to Design a Service", European Journal of Marketing, Vol. 16 No. 1, pp. 49-63.
<https://doi.org/10.1108/EUM00000000004799>

Figure 7: What is Service Design, page 14. Remis, N., 2016. A Guide to Service Blueprinting. [online] Medium. Available at:
<<https://medium.com/capitalonedesign/download-our-guide-to-service-blueprinting-d70bb2717ddf>> [Accessed 19 October 2021].

Figure 8: Five Principles of Service Design, page 15. Adapted from Stickdorn, M., Hormess, M., Lawrence, A. and Schneider, J., (2017): This Is Service Design Doing. 1st ed. Sebastopol, CA: O'Reilly Media. Created on Apple Keynote

Figure 9: 3 Groups of Customers, page 18. Adapted from Mahajan, G., (2020): What Is Customer Value and How Can You Create It?. Journal of Creating Value, 6(1), pp.119-121. Created on Apple Keynote

Figure 10: Event Safety Model, page 21. Adapted from Hoffman, C., (2021): 7 Tips for Making Attendees Feel Comfortable at In-Person Events. [online] BizBash. Available at:<<https://www.bizbash.com/productionstrategy/strategy/article/21403849/7-tips-for-making-attendees-feel-comfortable-at-inperson-events>> [Accessed 28 July 2021].

Figure 11-12: Ilta-Sanomat survey results, page 25. Suvinen, T., (2021). Jättikysely paljastaa: tämän vuoksi SM-liigaa riivaa yleisökato. [online] Available at: <<https://www.is.fi/sm-liiga/art-2000008324391.html>> [Accessed 18 October 2021].

Figure 13: Screen advertisement in Turku, page 25. Medialiiga.fi. n.d. Uutuutena huippukohde Turun keskustasta - Medialiiga Oy. [online] Available at: <<https://medialiiga.fi/fi/uutiset/uutuutena-huippukohde-turun-keskustasta>> [Accessed 19 October 2021].

Figure 14: The Double Diamond, page 27. Adapted from Design Council. (2019): Double Diamond. [online] Available at: <https://www.designcouncil.org.uk/sites/default/files/asset/document/Double%20Diamond%20Model%202019.pdf> [Accessed 16 Dec. 2019].

Figure 15: Differences Between Benchmarking and Competitor Research, page 28. Stroud, J. (2020). Understanding The Purpose And Use Of Benchmarking. [online] iSixSigma. Available at: <https://www.isixsigma.com/methodology/benchmarking/understanding-purpose-and-use-benchmarking/> [Accessed 26 October 2020].

Figure 16: The Insights Sorting process visualized, page 30. Kumar, V., 2013. 101 design methods. Hoboken (NJ): J. Wiley, page 141

Figure 17: Service Blueprint, page 32. Remis, N., 2016. A Guide to Service Blueprinting. [online] Medium. Available at: <<https://medium.com/capitalonedesign/download-our-guide-to-service-blueprinting-d70bb2717ddf>> [Accessed 19 October 2021].

Figure 18: The Five Stages of a Service Blueprint, page 33. Adapted from Stickdorn, M., Hormess, M., Lawrence, A. and Schneider, J., 2018. This Is Service Design Doing. 1st ed. Sebastopol, CA: O'Reilly Media.

Figure 19: Event Canvas, page 35. Frissen, R., Janssen, R. and Luijer, D., (2016): Event Design Handbook - Systematically design innovative events using the Event Canvas. Amsterdam: BIS Publishing.

Figure 20: Image of live voting during an event, page 40. Atlanta Pro AV. n.d. polling-device-screen - Atlanta Pro AV. [online] Available at: <<https://atlantaproav.com/7-ways-make-presentation-engaging-audience/polling-device-screen/>> [Accessed 19 October 2021].

Figure 21: Virtual Venue by IOMEDIA provides a 3D model of the venue, page 41. Bruins.io-media.com. 2021. [online] Available at: <<http://bruins.io-media.com/web/index.html>> [Accessed 19 October 2021].

Figure 22: Swedish Hockey League offers the rules of the game for the visitors of their website, page 22. SHL.se 2021. Det här är hockey - SHL.se. [online] Available at: <<https://www.shl.se/mer-om-shl/det-har-ar-hockey>> [Accessed 19 October 2021].

Figure 23: Youth experience packages offered by the Boston Bruins, page 42. Boston Bruins. (2021). Boston Bruins Youth Hockey Programs. [online] Available at: <<https://www.nhl.com/bruins/community/youth-hockey>> [Accessed 19 October 2021].

Figure 24: Lehigh Valley Phantoms theme night options were presented on the website, page 43. Lehigh Valley Phantoms. (2019). Choose One of Our Theme Nights! - Lehigh Valley Phantoms. [online] Available at: <<http://www.phantomshockey.com/choose-one-theme-nights/>> [Accessed 19 October 2021].

Figure 25: Customer persona True Fan, page 45. Apple Keynote, image from www.hctps.com

Figure 26-28: Customer persona, pages 46-48. Apple Keynote, image from Unsplash.com

Figure 29-30: Current customer journey as of March 2020 part 1 and part 2, pages 49-50. Customer Journey Map, created on Smaply.com

Figure 31: Event Canvas - Social Butterfly, page 51. Frissen, R., Janssen, R. and Luijter, D., (2016): Event Design Handbook - Systematically design innovative events using the Event Canvas. Amsterdam: BIS Publishing.

Figure 32: Four steps of the Fan Panel, page 53. Created on Apple Keynote

Figure 33-34: Service Blueprint - Fan Panel, part 1 and 2, pages 54-55. Created on Miro.com

Figure 35: Screenshot of TPS application, page 56. 18 October 2021, available on the Apple App Store

Figure 36: Business Model Canvas, page 57. Created on Miro.com

Figure 37: Current and proposed service offering, page 58. Created on Apple Keynote

Figure 38: The wide main corridor would lend itself to many kinds of events, page 59. Ala-Kivimäki, P., 2021. Tarinoita Nakkikattilasta. [online] Veikkaus.fi. Available at: <<https://www.veikkaus.fi/fi/x/turkuhalli>> [Accessed 19 October 2021].

Figures 39-40: True Fan Improved Customer Journey, part 1 and 2, pages 61-62. Customer Journey Map. Created on Miro.com

Figures 41-42: The New and Careful improved Customer Journey Map, part 1 and 2, pages 64-65. Created on Miro.com

Appendix 1

Interview questions.

Mitä teet vapaa-ajalla?

Miten valitset vapaa-ajallasi tapahtuvat aktiviteetit?

Mistä löydät tietoa tapahtumista, joihin osallistut?

Haetko aktiivisesti aktiviteetteja?

Mitä haluat tietää etukäteen?

Kerro viimeisimmästä tapahtumasta, jossa kävit. Miksi päätit käydä siellä?

Mitkä syyt vaikuttavat päätökseen olla osallistumatta?

Kuvaile täydellistä tapahtumaa/kokemusta?

Mitä palveluja toivot tapahtumassa olevan?

Mitä onnistuneesta tapahtumasta jää mieleen?

Minkälainen on hyvä asiakaskokemus?

Mitä tunteita urheilu herättää?

Miten urheiluseura voi lisätä osallisuutta ja yhteisöllisyyttä?

Mikä pitää fanina?

Jääkiekon merkitys sinulle?

(Miksi käyt matseissa?) Mikä saisi käymään matseissa useammin?

(Mitkä asiat luovat hyvän tunnelman jäkismatsissa?)

Hienoin jäkismuisto?