

Event Co-creation

Case: Restaurant Day at Porvoo Campus

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<p>This thesis is a written report that describes and analyses Restaurant Day at Porvoo Campus event, organised on 17th November 2012. The main focus of the thesis is on co-creation as a new method of service design. Co-creation means that service providers and customers co-create value by cooperation, collaboration, sharing ideas and experiences. The objective of the report is to provide guidelines for next Restaurant Day events at Porvoo Campus. The thesis also aims to analyse what was successful, what could be improved, and to come up with suggestions for further development.</p> <p>Observation, event diary, feedback from customers, restaurant owners and the team of organisers were used as the main materials. Interviews were arranged with customers of different age groups and students with experiences in various projects.</p> <p>The thesis also includes a study of the conflict between traditional event management theory and new approaches of the service design and event management. The study indicates why traditional theory is not applicable for Restaurant Day case. The study was focused on the analysis of the concept of co-creation and its effectiveness in event management field. The thesis also explains how co-creation approach was used in Restaurant Day at Porvoo Campus.</p> <p>The findings confirm that the role of a customer has changed. The new customer wants to be involved in the service design process. The results explain why it is very important to move from value creation to value co-creation. The findings also give an idea how to utilize co-creation in Restaurant Day at Porvoo Campus even more fully. For this purpose it is essential to familiarise all participants with the concept of co-creation in the beginning of the project and involve them even more into organisational and marketing activities.</p> <p>The main conclusion was that Restaurant Day at Porvoo Campus event had a great success because it was based on co-creation approach.</p>	
<p>Keywords Event Management, Marketing, Co-creation, Restaurant Day, Project, Service Design, Porvoo Campus</p>	

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1 Introduction

HAAGA-HELIA University of Applied Sciences stages a great variety of events. One of the events was Restaurant Day which was organised on 17th of November 2012 at Porvoo Campus. The event was held by a team of students and their teachers as project supervisors. This thesis is a written report that describes and analyses the Restaurant Day at Porvoo Campus as a co-creation process.

The thesis aims to offer guidelines for the next Restaurant Days at Porvoo Campus. I hope that the thesis will bring useful information regarding how the event was planned and successfully executed by using co-creation approach. Since I also participated in the whole event process, I shall come up with suggestions for further development ideas. I will also analyse what was successful and what could be improved.

I will use observation, event diary and feedbacks from customers, restaurant owners and team of organisers as the main methods for collecting materials.

Chapter 2 of the report will introduce different theories about event planning, event management and event marketing. At the end of the chapter I will bring the idea of the main conflict why traditional theory about event management is not applicable for Restaurant Day.

Chapter 3 will represent the concept of co-creation as a new tool of design service process. This chapter will explain the role of new reality customer, the framework for building a co-creation capability and the movement from value creation to value co-creation.

Chapter 4 will introduce background and the concept of Restaurant Day. In this chapter a reader can learn about the idea of Restaurant Day and people who invented the whole concept. In the chapter I will also tell about Restaurant Day at Porvoo Campus

and all activities regarding event planning and event marketing. The focus will be on co-creation concept, which is the main aspect of the thesis.

Chapter 5 will describe the execution stage of Restaurant Day at Porvoo Campus event. In this chapter I will tell about event day: restaurants, event program and post-event phase.

In chapter 6 I will come up with evaluations of each step, point out successes as well as failures and suggestions. In this chapter I will also evaluate my contribution and participation in the project.

In chapter 7 I will summarize conclusions of the entire activities, which were taken over the three-month project.

As a result of my thesis I would like to offer valuable guidelines and experiences, which would be useful for co-creators of following Restaurant Day events at Porvoo Campus.

2 Event planning

In this chapter I will introduce various definitions of event, event management and event marketing. I will also discuss about specific tools and techniques to manage an entire event process.

According to Business Dictionary, Getz, Shone and Parry, event terminology is defined as following:

“Occurrence happening at a determinable time and place, with or without the participation of human agents; It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence, 2) Arrival of a significant point in time.” (Business Dictionary 2013.)

“A special event is one-time or infrequently occurring event outside the normal program or activities of the sponsoring or organizing body. 2) To the customer or guests, a special event is an opportunity for an experience outside the normal range of choices or beyond everyday experience.” (Getz 2005, 16.)

“Special events are that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people”. (Shone & Parry 2004, 3.)

I believe there is no one absolute exact definition, which would describe any kind of event. I would like to combine several definitions in order to bring better understanding what an event is. According to the first definition the factors of time, place, and human are the most determined for an event. In today's world there are many other factors which should be taken into account as well in order to organise a successful event. For example, such factors can be objectives of an event, main idea and vision, customers' expectations and other. The term “special event” describes that an event is about special activities, which are different from daily life and which are targeted to

rich certain purposes: to enlighten, to celebrate, to entertain and etc. At the same time we can define the term “event” from two different sides: according to the event organiser’s objectives and to the customers’ expectations. Definitions explain that an event has its objectives, and it may be planned to match different needs and purposes.

The following chapter will introduce theoretical framework about event management and its logical phases.

2.1 Event management

Event management in its own professional field of practice requires expertise in such aspects as strategic planning, risk analysis, marketing, financial analysis and many others. Some events require months or even years of planning, while for other cases only few days it is enough. Theory offers certain techniques and tools for project and event management.

Event management and project management are defined accordingly:

“Event management is the capability and control of the process of purpose, people and place.”

“Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management is accomplished through the use of the process such as: initiating, planning, executing, controlling, and closing.” (Raj, Walters & Rashid, 2009, 10-13.)

Already from the definition we can see that according to traditional theoretical framework an event has to be planned, executed, controlled and closed by event management team. The main focus of this report is on co-creation as a new tool for event management. Co-creation approach brings new understanding how the process of event management can be considered and further executed by collaborating and co-creating values with customers.

Event management involves studying the complexity of a brand, identifying the target audience, developing the event concept, planning the logistics and coordinating the technical aspects before actual executing of the event. According to Conway (2006, 48 - 50) scheduling is an important aspect of event management. The event analysis determines important frames for date and time of the event. For instance, the most suitable time for leisure events is holidays or weekends. Work-related events, such as products launches, are better to organise during weekdays. Generally, work related events are advisable to be held during or near official working times. Such factors as weather or transport traffic, for instance, are important in the analysis of the event starting point. Essential elements of event management process are post-event analysis and ensuring a return on investment depending on objectives of the event source. (Conway 2006, 48 - 50.)

Conway (2006, 48 - 50.) explains that the schedule of the event planning stage has to be done matching following phases:

- Event component breakdown
- Activity analysis
- Deciding the order of completing activities
- Arranging the necessary resources to complete each activity
- Arranging the timing of activities

Lynn Van Der Wagen (Wagen 2007, 216-230.) points out, that event planning process should include analysis of activities order for the event program. Sometimes to start certain activity there is a need to complete another one. That is why it is crucial to be accurate and clear with timetable and follow the logical order of the planned activities.

In order to produce clear and logical schedule for activities of the program of an event, organisers should break down the event into components and make analysis of all involved activities. At the same time it is essential to determine an order for each activity. To make this work properly, it is necessary to estimate how long each activity should last and see connections between all parts of the program. Another important issue is

to be prepared for any kind of unexpected situations and to have time reserved to fix them. (Wagen 2007, 216-230.)

2.2 Event process

According to Matthews (2008, 11-15) traditional event is compiled of five primary associated with each other phases:

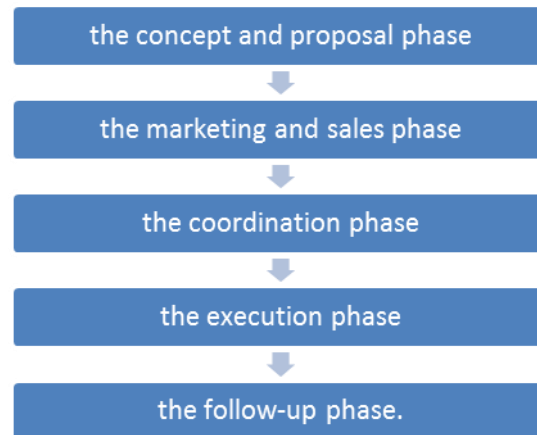


Figure 1. The phases of event organization

First is concept and proposal phase. This phase begins from the germ of an idea and it leads to the creation of a specific proposal. Two main activities may be considered within this phase: preliminary research and initiating event design. During the preliminary research sub-phase activities are aiming to explore the feasibility of the event concept: SWOT analysis (strengths, weaknesses, opportunities and threats), comparison and selection, inspections and detailed analyses. All these tasks belong to event administration responsibility area. Second sub-phase includes an initial event design, when first steps are taken to start developing the event concept in details. First, it requires combination of preliminary program and the content. To do this key-subcontractors or suppliers suggested their ideas and preliminary costs, based on which an initial budget will be prepared later. This phase ends with making a creative proposal for the event. All tasks related to this sub-phase are under the shared responsibility areas of marketing and event administration. (Matthews, 2008, 11-15.)

Second phase is marketing and sales. This phase moves the event from proposal stage to formal go-ahead decision. The main goal in this phase is to sell enough sponsorship

or/and tickets to meet the progress decision with reasonable time remaining before the event to admit detailed coordination. Generally tasks of this phase are controlled by responsibility of marketing area and they include preparing marketing materials, based on event proposal made in previous phase, and selling of sponsorships and tickets. Depending on type of an event tasks may be different; sponsorship can be skipped. Ideally this phase ends with the go-ahead decision. (Matthews, 2008, 11-15.)

Following phase, according to Matthews (2008, 11-15) is named as coordination and it leads to actual event setup. This phase is considered as the most complex and time-consuming during the whole event management process. Main tasks of this phase are risk management, human resource management, administration, and commencement of event coordination. This phase lasts until event setup begins.

The executive phase is the fourth stage in the event organisation process. During this period following tasks should be taken into account:

- administration: paying suppliers, coordinating volunteers, and staff
- marketing: badging, posters, media liaison, onsite registration, and ticketing
- risk management: monitoring tasks, security liaison
- event coordination: transportation liaison, catering liaison, onsite management, and product management

According to Matthews (2008, 11-15) the fourth phase ends when strike once the venue or site has been returned to its pre-event condition.

The follow up is the final phase in event management process. Main tasks belong to administration and include paying suppliers, thanking the clients and/or participants, making evaluation based on surveys, arranging a wrap-up review meeting, making corrections in the budget and finally analysing how successful the event was. This phase ends when all these tasks have been performed. (Matthews, 2008, 11-15.)

I agree that all five phases are vitally important for any event project and they all connected to each other. From the above definitions, we know that an event needs a sum of endeavours to reach particular organizational targets. Management team need to go through all phases as mentioned earlier.

The phases introduced above represent the system of traditional event management process. At the same time there is a difference between how the phases are executed in a traditional event management in a co-created event management. Traditional event management means that activities and tasks of all the phases have to be planned and executed by a team of organisers, marketing and/or by other department. Using co-creation approach means that all participants of an event are involved into all phases during the whole event management.

From theories introduced above we see that each phase of an event is a sub-project itself. They contain logical processes starting from initiating, planning, executing, controlling and closing. These sub-projects are connected to each other by the results they produce. Thus, a cohesive and workable plan for entire event is needed to coordinate the team to reach targets of different phases. In the following chapter I will introduce the theory about event marketing.

2.3 Event marketing

In this chapter I will introduce the theory of the marketing concept in relation to events. According to Raj et al (2009, 82-105.):

“Marketing is that function of event management that can keep in touch with the event’s participations and visitors (consumers), read their needs and motivations, develop products that meet these needs, and build a communication program which express the event’s purpose and objectives”

According to the American Marketing Association (MarketingPower 2011.) *“Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organisational goals.”*

Companies are willing to invest in marketing because it brings profit to them. Regarding event management it is essential to identify what is the business, the main objectives of service provider and the expectations of the customer. Raj, Walters and Rashid (2009, 82-103) discuss that the main marketing principles in the event management are:

- Anticipating market needs and opportunities
- Satisfying customer expectations
- Generating income and/or profit
- Maximising the benefits to the event organisation
- Managing the effect of change and competition
- Coordinating activities in order to achieve their marketing aims
- Utilising technical developments
- Enhancing customers' perception of the organisation
- Enhancing customers' perception of the product/event

Lynn Van Der Wagen (Wagen 2007, 89-110.) explains that the nature of event marketing differs from product marketing because the concept of event is purely intangible, such as performances, festivals, shows etc. In some respects it is more challenging to market an event as a product when a customer cannot physically consume it. Because of that reason it is essential to push promotional efforts for entertainment for the audience mostly, for instance have fun at a concert or learn from a presentation.

According to Wagen (2007, 89-110) **Intangibility** is one of the features that distinguish event marketing and makes it more challenging. It is more difficult to evaluate services because they are intangible. One of the criteria of customers' satisfaction with an event is feeling of excitement. At the same time it can be considered as subjective perception and again it is difficult to evaluate based on that only. Another feature, which distinguishes service providers, is their **inseparability**. That implies that an event organiser has to be very reliant on the staff and performers in order to meet needs and expectations of the audience. (Wagen 2007, 89-110.)

Event marketing is also determined by **variability**. It means there should be a succession since an event is delivered by different people, and their performances change from day to day as well as from customer to customer. One more important issue re-

lated to event producing is **perishability**. Unsold tickets cannot be sold after event at reduced price. (Wagen 2007, 89-110.)

As we see services provided at events are intangible, inseparable, variable and perishable. In my opinion it is very important to understand all these features in order to handle possible marketing challenges and deliver to the customer correct message with proper value.



Figure 2. Event marketing process

Figure 2 illustrates event marketing process. Eventually, depending on type of event, main aims of event marketing process are to enhance the profile of an event, to meet the needs of customers/audience, and to generate revenue. (Wagen 2007, 89-110.)

According to Wagen (2007, 89-110) first step of event marketing process is **Establish the features of the product**. There is a range of potential benefits which can be offered by an event. For example, a novel experience, entertainment, a learning experience, opportunity to meet new people, chance to purchase items, food and drinks, opportunity to see something unique. Generally customers tend to see a product as a package of benefits. For instance, convenience and good weather can be considered as

benefits associated with an event product. From another side some features of an event can be considered as not desirable, such as crowding, heat or long waiting lines. On that stage it is important to make alignment between the product benefits and the needs of audience in order to guide the design of event and the promotional activities. (Wagen 2007, 89-110.)

Second stage of event marketing process is **Identify customers**. This stage includes the process of segmentation and analysing the groups of customers. During this stage it is essential to take into consideration motivations, expectations and preferences of different target groups with further development of a profile for each of these groups. The following step is **Plan to meet audience' needs and wants**. This stage involves all necessary activities to ensure that all the needs and wants will be met. For example, some people might be attracted by classic music while another group of potential audience would rather enjoy an entertainment program. It is important to remember that none of customers groups' needs and motivations can be ignored. (Wagen 2007, 89-110.)

According to Wagen (2007, 89-110) next step is **Analyse consumer decision-making**. Information gathered during the analysis will help to produce proper guiding for promotional efforts. At this stage following features have to be taken into account: competitive pressure, positioning, motivation, timing and purchase/attendance.

Following stage of the event marketing process is **Establish price and ticket program**. By this moment price should be determined, brochures printed and advertising done. After taking decision to whom and when to promote, next question is how to **Promote the event**. First, an event should be differentiated from other similar options in order to convince consumers that this event is special and unique. Second, delivering right message to potential customers is very important. At this stage combination of text and images requires a lot of creative efforts. If there is time and budget available, it is recommended to test the effectiveness of communication messages in advance. Following tools of promotion are usually used: personal selling, brochures,

posters, advertisement in the Internet, newspapers, television, press releases etc. (Wagen 2007, 89-110.)

Last stage in the marketing event process is **Evaluate marketing efforts**. If an event is organised annually, responses of customers help to improve promotional efforts for future events. Evaluation should be monitored carefully and questions should be created such as “How did you find out about the event?”, for example. (Wagen 2007, 89-110.)

Traditional theory suggested by majority of the books is used for a long period of time. As everything has a tendency to change and move forward, the field of event management is developing as well. Many service providers involve their customers to the process of value co-creation. In my opinion it is very important to understand current situation at the “market” and see those changes. Thus, I would like to say that it is time to move from traditional event management practices to something new, what would be more demanded from new customers. While working on the project Restaurant Day at Porvoo Campus, we used traditional theory and techniques about event marketing. At the same time we used another approach of event management - co-creation method. We worked on the project together with participants and we co-created value all together. The concept of co-creation is introduced in the following chapter.

3 Co-creation as a method of service design

Co-creation becomes more and more popular tool among service providers and project organisers. Even the theme of Helsinki Design Week in 2012 was Co-creation. Co-creation is “*business strategy focusing on customer experience and interactive relationships. Co-creation allows and encourages a more active involvement from the customer to create a value rich experience.*” (BusinessDictionary 2013.)

Bonner (2011, 197- 202.) explains that according to recently done research studies there is a large rate of failures in the market of new products commercialization. Main reason, why newly launched products are unsuccessful, is inaccurate understanding of customers/users’ needs and poor commercial prospects. Research studies confirm that reliable and timely collected data regarding customers’ preferences and requirements is the vital information for successful product development.

M.Field (2012, 43-79.) discusses that nowadays companies strive to get more profit by increasingly looking to services as a source of competitive advantage. Lately companies pay more significant attention to the value and benefits of design research and design thinking. Co-creation is one of the tools of design service process. This tool is an alternative way of seeing and being in the world. Co-creative approach of design service requires from companies to reconsider their attitudes towards the people formerly known as "customers". At the same time meaning of the word "value" is also changed while co-creation is becoming more thriving. The tendency of moving to co-creation also means that the new tools and methods for connecting, telling, sharing and innovation are also changing in the way to support new worldviews.

A definition of co-creation is introduced by John Williams in his article “Co-creation is the new crowdsourcing”: “*Co-creation is the difference between people creating a great idea for you and people working with you to make a good idea great.*” (Williams 2013.) The author of the article believes that the concept of co-creation works because one person may see or know one part of a complete answer for certain case, at the same time someone some-

where probably knows another part of the solution. Thus a complete picture appears. John Williams wrote in the article (Williams 2013.): “*By collaborating, we get to the solution quicker, and often with more elegance.*”

I agree that co-creation approach can be used as a planning tool to gain insight, to refine concepts, to come up from small and sometimes not good enough ideas into something big and great. By using co-creation concept it is easier to understand the real issues and needs of all stakeholders.

Co-creation is the core aspect in the service design philosophy. Co-creation involves all stakeholders: designers, executives, anyone from staff and customers. Co-creation in service design is very essential and beneficial, because it reflects opinions of all stakeholders. Co-creation gives opportunities for service providers, service designers and users to come up with solutions to fit certain problems. Another benefit of applying co-creation approach in service design is loyal attitude of the customers. If users of a service have an opportunity to participate in a co-creation workshop for the service project, they will feel strong affinity for the project and become loyal and supportive to the service (Ko,Jung, Kim & Keum 2013.)

M.Field (2012, 43-79.) compares traditional approach of service design and co-creation. Traditional service design means that service providers offer complete service or products to the customers. Co-creation approach in service design is a different paradigm, which means that service provider and customer work together to co-create value. I agree with the author that by working together with customers, service providers have more advantages to find solutions appreciated by the end users.

Jeanne Liedtka and Tim Ogilvie in their book *Designing for Growth* (Liedtka & Ogilvie 2011, 158-167.) explain: “*if you want your innovation to be meaningful to your customer, to be worth investing in both financially and psychologically, you need to invite them into your process...*” According to the authors, participation of the customers creates energy and passion for both sides. Using of co-creation concept allows service provider to be truly

customer-centric, what makes this approach the most preferable option for many projects. Liedtka and Ogilvie discuss (2011, 158-167): *“Innovation is about learning, and customers have the most to teach you...”* The sooner your customers have something in front of them what they can react to, the sooner they will provide you with differentiated value-added solution. Furthermore, the customers will love to be involved. (Liedtka & Ogilvie 2011, 158-167.) I fully agree with the authors, that customers are pleased to be involved; they feel excited about their participation and about being important for creating an innovative solution. Right attitude of the customers definitely will bring a lot of benefits to the service provider.

The concept of co-creation in management field is also introduced by Anthony Poncier (Poncier 2013.) The author brings the idea how management is changed in today's business world. Change management implies to support of an organization by its transformation. It can be done by changes of attitudes and approaches towards co-creation and a cultural evolution. Poncier believes that by getting empowerment and agility, employees will gain more skills. They will become more experienced to support the event without full time involvement of administration. Anthony Poncier recommends: *“Show the right direction, setup your support and trust their intuition. Co-create your change management...”* (Poncier 2013.)

Very good example how co-creation approach is applied in event management, is introduced on the website of Intention Alberta winter festival. The company explains that a co-created event is an event that reaches the level of epicness and magic atmosphere by efforts and service of all those who attend. In the centre of the gathering is a group of people who take on additional responsibility to bring food, organise ceremony, fire/steam, workshops, lighting, organised registration, etc. (Intention Alberta 2013.)

In this chapter I have discussed what is co-creation and how it is used in business and service design. Co-creation becomes a popular tool for event management. More and more cases confirm that using a co-creation approach brings very positive results. I

believe that the concept of co-creation is beneficial for all stakeholders of an event. Combined efforts of all co-creators, which are working in a project, help to find the best possible innovative solution.

3.1 New type of customer

Traditionally we think that the “customers” of service design are the end consumers of the particular service product. At the same time the customers can take more active participation in service delivery by doing certain tasks together with service providers. According to M.Field (2012, 22-27.) the role of the customers is changing to the role of co-producers and co-creators. Thus joint efforts of both parties lead to co-production and further value co-creation.

Value co-creation depends on various tasks, performing by the service provider and by the customer. Service providers have to think differently and analyse how service process tasks should be developed and delegated in the way to enhance efforts of customers - co-creators to be effective “quasi-employees” for the company. (Field 2012, 22-27.) I agree with the author, that depending on a case the co-creation process has to be controlled and monitored by administration of a company. Especially administration has to analyse risks regarding reputation and brand. It is also important to be careful with all tasks performed by customers involved as co-creators.

The main dimensions between the traditional and new customer realities are presented in the table 1. New customers are not just spectators anymore, they want to be heard. New customers want to have a possibility to say how their value should be created and what they would like to consume. New customer differs from old one by active participation and involvement into value creation process. If old customers accepted the product/service offered by a company, the new customer determines the value and gets tailored-made unique solutions based on customized experience. (Bhalla 2011, 3-6.)

Table 1. A profile of the new customer (Bhalla 2011, 4.)

	Old Reality	New Reality
Identity	Consumers, respondents	Real people, creative partners
Role	Passive, consumers of value	Active collaborators, co-producers of value
Source of insights	Surveys, dispassionate objective observation	Conversations, stories, impassioned immersion
Handshake with company	Transaction-based	Interactions and experience-based
Location	Fixed and invisible; at one end of a long value chain	Adaptive and very visible; anytime, anyplace
Information and influence	Company advertising and messages, expert opinion	Word-of-mouth, peer-to-peer, social media
Concept of value	Company offers; one size fits all	Customer determines; tailored and unique
Primary of value	What is in the brand; attributes and features	What customers do with the brand; unique solutions and customized experience

M.Field (2012, 22-27) points out that using of co-creation approach makes analyse how important to understand the role of a customer, who is performing as a co-producer. Thus one important distinction between service provider and customer is relative effectiveness of their efforts. Another important distinction is the amount of control the company can contribute over own employees and customers. The way of interaction between service provider and customers has to be analysed and developed in order to unlock the value co-creation potential of both sides. For this purpose it is important to remember that service provider and customers have different respects to task performance. Understanding these differences helps to influence customers' actions in correct way. Service process designers should apply innovative approaches in order to increase customers' co-production efforts and ensure that they perform tasks well.

As described above, the role of users in the process of service design is changing. Being the best possible experts in their everyday lives, users can bring innovations of better quality and ideas to fit their needs. To receive positive results it is vital to support the co-creation process with physical or virtual spaces so, that designers, users and all other stakeholders have a possibility to meet informally and feel themselves equal. Another important requirement for co-creation process is motivation, which would bring value to all stakeholders and fit their personal goals. Creativity and informal interaction between co-creators should be encouraged in order to support the stakeholders to develop more innovative ideas and solutions. (Kaasinen, Koskela-Huotari, Ikonen & Niemelä 2012.)

3.2 Framework for building a co-creation capability

According to Bhalla (2011, 20) there are four interrelated components, which should be followed in order to build a core co-creation capability.

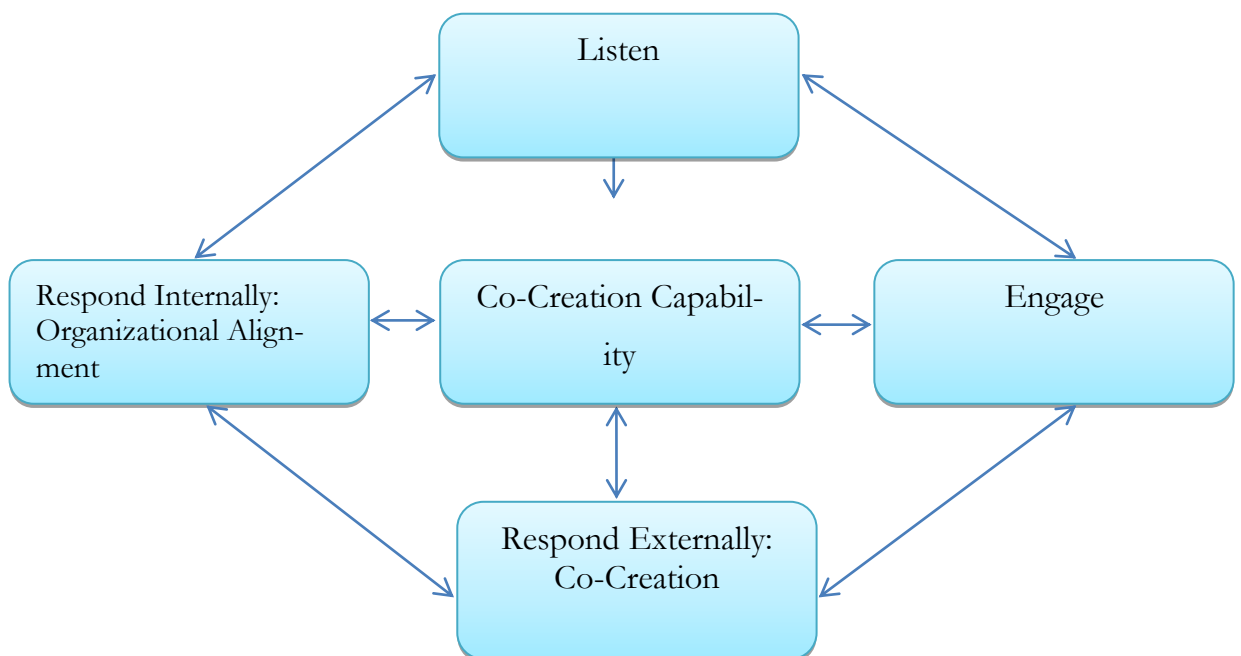


Figure 3. Framework for building a co-creation capability (Bhalla 2011, 20.)

First, service providers have to **Listen** to their customers. New networked consumers interact with one other, with media and with companies through public forums. Re-

search studies show that creating and reading forums allow: sharing consumption experiences, obtaining/providing information and opinions about certain brands, and providing referrals. Next component illustrated on the figure 3 is **Engage**. Companies need to engage consumers to provoke conversations in order to elicit responses and reactions, which will help to generate fresh insights about offered innovation. (Bhalla 2011, 20-30.)

Third component, which has to be done by companies, is **Respond Externally**. It means to create tools for co-creating value with customers. As needs and preferences of consumer are fluid and malleable, co-creation usually needs more than one large spontaneous step. Several rounds of exploration, studies and development are needed before companies and customers come up with a complete value proposition. To shorten that time companies may choose several tactics, such as selecting high-value customers (lead users) and experimenting with tool kits and prototypes to enable customers to be involved into innovation process earlier. Finally, companies have to **Respond Internally**. This component requires the company to invest in organisational culture, structure and co-creation processes. There is a risk to get blocked in the starting point if this component is ignored. (Bhalla 2011, 20-30.)

In my opinion four components are vitally important in co-creation process. Co-creation is a specific way how service providers work together and how they communicate with customers. This is the most sustainable differentiation for the customers to determine their new role in co-creation process. Perhaps, it is easy to copy, improve or develop some products; but it is difficult to imitate the way, how people in the company work and engage with its customers.

3.3 From value creation to value co-creation

David Brock in his article (Brock 2012) tells about new era in value creation - Value Co-Creation. The author explains that during last decades the concept of “Value proposition” lost its sense, since almost all companies started to use the same statements, for example: “best quality”, “richest functionality”, “highest performance”, etc. David

Brock tells that recently the importance of value creation was reconsidered by organizations and thought leaders. They recognised that value propositions are created to solve customers' problems: to help them to meet opportunities, to reduce costs, improve their customer experience and profitability, and so forth. According to David Brock (Brock 2012) the process of value creation is focused to help the customers to recognize and commit to changes that improve their ability to achieve goals and make a decision to buy.

Brock (Brock 2012) discusses that in majority cases, the most sustainable differentiation, which an organization creates, is value creation. A company can be a superior today, but tomorrow a competitor may launch a new product with more excellent value. The only possible way to succeed in value creation is being intensely customer centric. In order to maximize value creation it is essential to be in deep engagement with customers' buying and implementation process.

I think value creation is quite an essential tool in today's competing market. As everything is developing, value creation is moving to value co-creation. The author of the article (Brock 2012) shortly explains the difference: "... *value creation is one directional - what value do we create in the customer buying process. Value co-creation, minimally, is two ways and can be multi directional.*" Value co-creation means that we are not teaching the customer. Co-creation means that we are learning from each other. Value co-creation offers to use our potential and share experiences together: create something what is not possible to create by working separately or using traditional ways of working.

At some point value co-creation is a challenging process, because it requires new customer model: more engaged and more experienced. That is why David Brock (Brock 2012) suggests using co-creation approach just for selected cases.

The author of the article (Brock 2012) invented a formula how value co-creation can be expressed:

$$(SV)^2 \times (SR)^3$$

Shared Vision x Shared Values x Shared Risk x Shared Resources x Shared Rewards
David Brock explains that in the formula “shared” does not necessarily mean “equal”, otherwise it would enable small stakeholders to co-create with giants.

In my opinion, social business influences more and more companies to incorporating the concept of value co-creation into their customer engagement and experience models. Perhaps, at the same time social business will also require organizations to reconsider the concept of value co-creation in the communication with their suppliers, vendors and procurement models. Customers and suppliers are on the stage of entirely new relationship. Through the social media the “old model” customer and community will receive the idea about value co-creation. This stage will accelerate the ability and need for further moving to value co-creation with customers.

4 Background of Restaurant Day

One of the great examples of co-created events is Restaurant Day. First time the event was organised in Helsinki in 2011. Restaurant Day is a worldwide food carnival, which has been attracting more and more participants during last few years. The unique concept of the event is the opportunity for anyone to set-up one-day restaurant anywhere. For example, it can happen at home, at a park, on a beach, or any other place. The only requirement from a participant is to register on the Restaurant Day web site and to prepare menu for own café or restaurant (RestaurantDay 2013.)

Restaurant Day is known as the world's biggest food event. It is organised four times a year. First Restaurant Day was organised 21st of May 2011, when 45 restaurants were set-up in 13 cities. First Restaurant Day was organised based on a Facebook event page. Small, original and unique restaurants popped up just for a few hours, offering tapas, drinks, smoothies, popsicles and even fancy dinners were served in some places. In one pop-up restaurant in Kallio was organised a sandwich bar offering bread from a 3rd floor apartment window, carried down to the street in a basket (RestaurantDay 2013.)



Figure 4. Restaurant day in Helsinki 21.05.2011 (Hernberg 2011.)

In couple of years the idea was widely spread and on 18th of August 2012 Restaurant Day was organised in 35 countries with 1683 pop-up restaurants. All together over 5300 one-day cafés and restaurants with more than 22 000 restaurateurs have served

food and drinks for more than 560 000 customers in the past Restaurant Days in 45 different countries (RestaurantDay 2013.)

In three years Restaurant Day has won 6 prizes:

- 2011: Finland Prize, award given by Ministry of Education and Culture of Finland
- 2011: Cultural Event of the Year, award given by Helsinki City Library and Cultural Committee
- 2011: Food Phenomenon of the Year, chosen by Gloria Food & Wine magazine
- 2012: Best Event, Best of Helsinki vote by Helsinki City Tourism and Convention Bureau
- 2012: Best Mobile Service in Finland, award given by Teleforum
- 2013: Food Event of the Year in Denmark, chosen by Mat+Medier

Restaurant Day team members are Timo Santala, Kirsti Tuominen, Antti Tuomala and Jyrki Vanamo. Timo Santala is an expert in event management and communications. Kirsti Tuominen is responsible for communications. Antti Tuomala has expertise in restaurant business. Jyrki Vanamo is in charge of coordinating internet and mobile applications. Many other people also work for Restaurant Day food carnivals (RestaurantDay 2013.)

As known the process of running a restaurant involves a lot of bureaucracy with further frustration feelings. Three friends: Antti Tuomola, Olli Siren and Timo Santala came up with idea how great it would be if anyone would have had a possibility to set-up own restaurant without all bureaucracy just for one day.

Timo Santala says “Restaurant Day definitely helps to boost the image of Helsinki. We receive a lot of messages from tourists who are keen to visit Helsinki especially for Restaurant Day.” I personally know people who come to Helsinki to visit Restaurant Day event. The awareness about Restaurant day is rising among tourists. This event as a new tourism destination may become beneficial not only for restaurant culture, but also for other fields: economic, social, tourism etc.

Anni Sinnemäki, Head of the Library and Cultural Committee, City of Helsinki & Ex-minister of Labour said “Restaurant Day changes Helsinki’s profile by placing the people in the centre. Restaurant Day is new and surprising. It is culture by the people for the people”

In my opinion Restaurant Day brings huge benefits. One of them is “yes we can” feeling, which is essential for urban community and culture. Indeed thousands of fun loving people organise, monitor and visit one-day restaurants. The idea of co-creation brings amazing feeling and atmosphere of “to do it together”, which make Restaurant Day unforgettable.

According to Timo Santala, Restaurant Day is a group effort and anybody can participate. “We take the city into our own hands and make it a dream place in which to live,” Timo Santala says.

By amazing team spirit and environment in which everything is possible Restaurant Day has inbreathed some other events to experience co-creation approach.

Restaurant Day represents a case of value co-creation. Consumers are excited to get new experience by working, doing and creating things together. They have possibility to try themselves into the roles of producers and service providers. In my opinion the main idea of Restaurant Day is not only serving food and drinks, it is something much bigger. From the beginning the main idea of Restaurant Day was to enhance restaurant culture. To set up own restaurant requires a lot of bureaucracy. Because of that reason many people just do not want to meet that challenge. Restaurant Day offers people an amazing opportunity to get that experience without all paper work. The event also gives an opportunity to communicate, meet new people, and have fun. Restaurant Day brings people together and gives them feeling to be a part of such a huge movement.

For me it is so amazing how something began as a small Facebook page event and rose into a popular brand public event. The concept of co-creation is a vital part of Restau-

rant Day. From the beginning the concept of co-creation was in the heart of the event and it gave new spirit to the people.

4.1 Planning of Restaurant Day at Porvoo Campus

Restaurant Day at Porvoo Campus was organised on Saturday 17th of November 2012. HAAGA-HELIA UAS as a commissioner offered its' students opportunity to participate in the Restaurant Day project. The idea of the project was to bring the concept of recently organised Restaurant Days to Porvoo Campus, since this absolute unique and fresh idea gives many benefits for students and all stakeholders. From the first meetings all participants were very excited to be a part of such unusual and interesting project.

The main mission of the project was to successfully build up a unique cuisine event for students, teachers, and inhabitants of Porvoo. As Restaurant Day is quite big and popular event, organising the event in Porvoo Campus was aimed on:

- Positioning the Porvoo Campus as an active cultural exchange environment in the area
- Enhancing the positive image of Porvoo campus and HAAGA-HELIA UAS as a brand with its Start-Up program in particular
- Enriching local activities and entertainments for local families, students and teachers within Porvoo area

The project was sponsored by HAAGA-HELIA Start-Up School. The main objective from educational prospective was to enhance entrepreneurial skills among students by giving them practical experience to try own business ideas in real life. Start Up School supported the project with budget of 3000 €. This amount of money was used on marketing activities and the entertainment program of the event.

The project supervisor was Sirpa Lassila, M.Sc. (Econ.), Development Manager. Following students were involved as a team of organisers:

- Minh Tran – team leader
- Natalia Shaparova – responsible for the event program
- Svetlana Shirokova – responsible for decoration and visual design
- Thu Banh – responsible for visual design
- Ngoc Anh Vu – responsible for safety and hygiene plans

At the beginning of the project we set up following objectives:

- To attract at least 10 restaurant owners by 1st of October 2012
- To attract at least 100 customers to ensure the sales of registered restaurant owners
- To design entertaining program that would be attracting for the target audience: parents and families of students, teachers, and inhabitants of Porvoo area.

Theory states that it is vital to follow requirements regarding safety and hygiene in the event management. Based on the implementation plan we have made safety plan and hygiene guideline. All preparation work has been done based on Implementation plan. Implementation plan is introduced in the attachment 1. Safety plan is introduced in the attachment 2.

In order to put all possible tasks into a more organised and workable plan, Matthews (2008, 14-15) suggests using GANT chart. We have used this tool to estimate time for all possible tasks of the project.

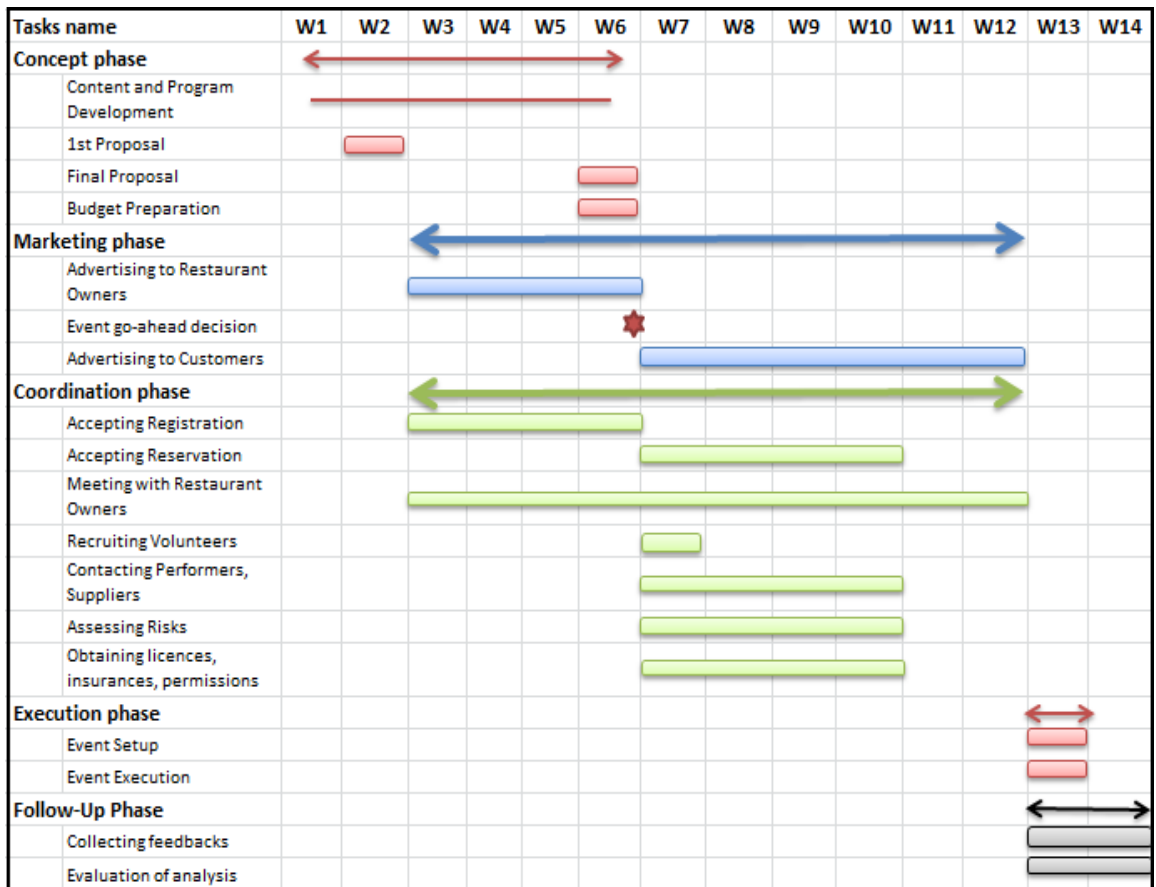


Figure 5. GANT Chart for planning of Restaurant Day at Porvoo Campus

Based on our implementation plan we have created GANT chart for our event. Picture 5 represents all tasks we had to do and deadlines for them. In my opinion it is very good tool for team of organisers, since it helps to follow all planned activities and check the time schedule. Based on experience gained while working on the project, I would like to suggest planning some extra time in case if it will be needed for some unexpected difficulties. It is very important to complete all the tasks on time and start implementing next planned stage without panic.

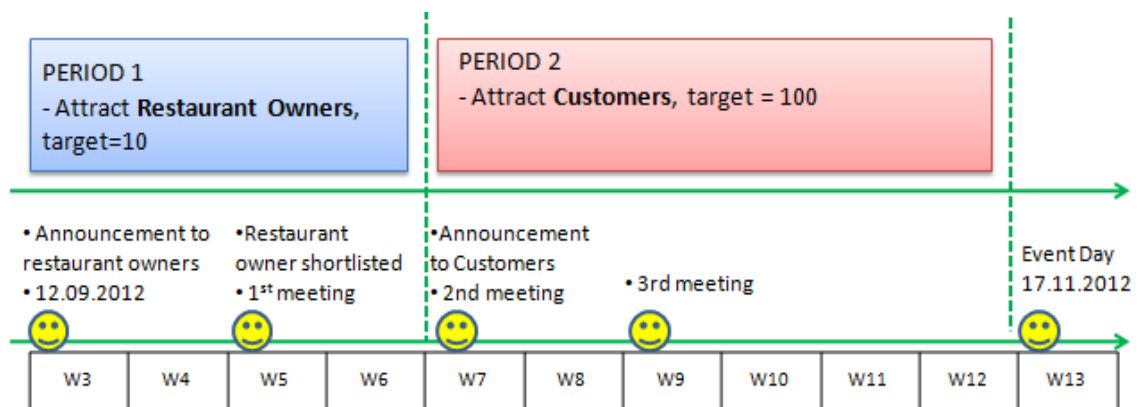


Figure 6. Restaurant Day at Porvoo Campus: planning in 2 periods

As we see on Figure 6 the whole planning process of restaurant Day at Porvoo Campus was divided on two periods: first one was targeted to attract and work with participants and second period was targeted to attract customers. Two utmost important targets were set to attract at least 10 restaurant owners and 100 customers as minimal.

4.2 Implementing of the co-creation approach for Restaurant Day at Porvoo Campus

Restaurant Day is not a traditional event. It can be considered as service design process with co-creation as its main tool. Traditional ways of organising events are not applicable for Restaurant Day.

In this chapter I would like to present how we used the new concept of co-creation while working on the event Restaurant Day at Porvoo Campus. As was discussed above, the event management process included 2 periods. After completion of first period our team of organisers expanded up to 40 people, including owners of 18 restaurants. After this moment all together we started to work on event marketing, event program, event image and atmosphere by collaborating and co-creation.

As theory states there are four interrelated components, which should be followed in order to build a core co-creation capability: listen, engage, respond externally and respond internally. On the meetings with restaurant owners we listened to them, trying to understand what are their expectations and motivations. So all together we came up with common aims of the event, shared some ideas for further marketing efforts and event program. For communication we created a Facebook page and a forum on Moodle platform. As research studies confirm, creating and reading forums allow sharing consumption experiences, obtaining and providing information. Even if we arranged several meetings, not all the participants could attend there. Thus communication via social media was quite important and useful during event planning activities.

Second component of the successful co-creation model is engagement. Team of organisers tried to involve and engage restaurant owners into each matter. We tried to take

into account all small details. In my opinion, it is very important to fathom into a problem and look for solution for each specific case together with co-creators. In many cases experience gained from the past is not be applicable. However, new solution is required based on certain obstacles. In our case we analysed in advance what equipment was needed for each of participants (will be discussed below). After analysis we checked the budget and came up with solution that we could buy several stoves. This solution helped to avoid crowding in the kitchen and organise work smoothly.

In my opinion, the excellence of co-creation approach is that no one dictates how things should be organised. The team of excited organisers and restaurateurs were involved all together into the process and they were aware that the result will be also common. From first meetings we agreed with restaurant owners that they could work on their business ideas and that they would get all possible support from administration side. We agreed that organisers could take care for the marketing process and all organisational issues. For example several samples of logo and symbols of the event were designed by the team of organisers and later on the meeting with all participants we voted for the best ones. We tried to implement different ways of engagement with customers - co-producers, in order to provoke conversations and elicit responses and reactions, which might help to generate fresh insights. Now after reading and analysing theory about co-creation I would say that we could involve restaurant owners more into all phases of event management process. Perhaps, if we knew more about the concept of co-creation we could delegate more tasks among the restaurant owners. May be their attitude to the whole project and event itself could be also different.

The last components “Respond Externally” and “Respond Internally” were used through the social media and discussions on the meetings. I believe that it is important to understand the roles of service providers and co-producers. For instance, the process of event management requires from organisers being more accurate with administrative issues. First, we prepared the ground plan and asked participants to choose location for their restaurants. We also created a list, where restaurant owners had to write what equipment and tools they needed for their business ideas. Correctly estimated

time for completion such tasks helped to avoid mess and prepare everything beforehand. Another activity, which was required from organisers, is helping the restaurant owners to create a schedule of working in the kitchen premises. As we had 18 registered restaurants, we had to discuss in advance what kind of kitchen equipment was needed in order to arrange a clear working plan.

The theory introduces the model of the new customer with new attitudes to provided services. Restaurant owners, who were acting as co-creators in the project, represent the new model customers. According to Sirpa Lassila, supervisor of the project, it was first time when so many students expressed their interest to participate in the project, which was not a part of a compulsory course. One of the restaurant owners wrote on the feedback form that the best about Restaurant Day at Porvoo Campus was: *“Engaging the group and letting them organise the event “for themselves”. Doing something for the first time is always a risk and I really liked the feeling of being in unknown territory when planning the Restaurant Day.”* This statement proves that the new customers wish to try something new by themselves for themselves. I believe that the main secret of the project’ success is a team spirit of enthusiastic, empowered and passionate students, who got an opportunity to try the feeling of the ownership.

4.3 Marketing of Restaurant Day at Porvoo Campus

According to the theoretical framework event marketing process includes six steps. As was discussed above the Restaurant Day at Porvoo Campus event had 2 periods: first was to attract students and staff of HAAGA-HELIA to participate in the event and second was to attract customers to visit the event. The communication plan was divided into 2 periods with different marketing tools and communication channels.

Table 2. Marketing efforts of Restaurant Day at Porvoo Campus

Marketing Efforts	
Aimed on Restaurant Owners	Aimed on Customers
E-mail with invitation	Social media
Info-Booth	Advertisement in newspaper
Pop-Up Café	Pop-Up Café
TV info slides	Direct Sales: personal invitation on the streets
Social media: FaceBook	Word of mouth
Posters at Campus	Posters in the town
Table stands	PR
Word of mouth	

Table 2 represents all marketing activities, which were done through two different target channels.

Marketing for Restaurant Owners

First I would like to tell about marketing process targeted to attract restaurant owners. As Restaurant Day was organised for a first time at Porvoo Campus, we needed to put more efforts to deliver the right message to the students and staff in order to get enough participants. From the first meetings with team members we saw the event with atmosphere of international cuisine with nice entertainment program for all participants and guests.

Target audience was determined by the conditions of the project: students and staff of HAAGA-HELIA UAS. Marketing process for the first period started from creating a message for students/staff and inviting them to be a part of the event. We were trying to create attractive and promising message. It was important to specify in the message what are the features of the event and why they should apply for being one of the restaurant owners. We have created and sent short message to the students and staff with

main points about the event and benefits for the participants: enhance entrepreneurial skills, test own business idea with support of StartUp School, possibility to earn money, get credits and have lots of fun.

As experience shows the big percent of invitation e-mails are quite often considered as spam and never read. That is why we decided to pay additional attention to the question how we could deliver the message to students and staff. So we arranged info booth at the lobby of Campus. At the info booth students could get information what they have to do, how to apply, and what benefits they would get. When none of the team members could present at the info both, we placed a box at the lobby, where students could leave their contact information.

Now analysing how all the methods worked, I would say that combination of several ways of marketing activities helped us to get even more participants than we planned.

Marketing for Customers

Second period of the marketing process was targeted to the customers. First we determined the features of the event. On the meetings with team members and restaurant owners we discussed a lot about features, which we should underline and introduce as benefits for the customers. We understood that generally customers tend to see a product as a package of benefits. On that stage it is important to make alignment between product benefits and needs of audience in order to guide the design of event and promotional activities. Thus we decided that our customers would appreciate following benefits: low prices for food and drinks; opportunity to taste different cuisine in one place; spending time and having fun with their families or/and friends; entertainment for whole family; visiting Porvoo Campus – the new building in town.

Second, we have determined who our target customers are. As the concept of Restaurant Day is serving food and drinks, we did not need to make special segmentation and choose specific group of customers. At the same time we wanted to have certain focus in the promotional activities to make the event special. The main target was students of

Porvoo Campus, their parents and families, because events organised by HAAGA-HELIA UAS are always popular among students of the university. Second group of target customers was inhabitants of Porvoo town. As the event was organised on Saturday in first half of a day, we decided to make focus on families with children and arrange activities and entertainment for them. Other groups of the guests we decided to attract by performance of music band The Capo Duo and live piano music performance.

According to the theory second stage was analysing consumers' decision-making process. Restaurant Day is quite popular event. At the same time we needed to make sure that people will be motivated enough to choose Porvoo Campus for coming. At the meetings we discussed about what people do on Saturdays and how to attract them to come to Porvoo Campus. One of popular idea was that people do shopping on Saturdays. Porvoo Campus is situated close to Art Factory - centre with shopping street. We thought that during the event some of our students will walk in the shopping street and invite people to join the event. Another issue, we discussed about, was timing. As the event day was planned on national level, we knew the exact day. We had to analyse what opening hours would be the best option. We analysed such small details as when people usually have breakfast and lunch on Saturdays, when children have a nap, and some other issues, which could affect the event schedule. We decided that the best time to start is 11.00 a.m. At this time people are already awake, they have had a breakfast but soon they will be ready for a lunch, children are quite active and we can offer them many activities at our event.

Restaurant Day was an open event and there was not entrance fee. To attract the customers we used following tools of promotion: personal selling, brochures, posters, advertisement in the Internet, newspapers, press releases and word of mouth.

Visual Design

I would like to tell about visual design of Restaurant Day at Porvoo Campus, since we used it in all our marketing tools. We wanted to create memorable event with own im-

age of the project. Even if Restaurant Day is a part of national Restaurant Day event and it has own logo, we wanted to invent our own image. In our team two persons were responsible for visual design. They worked together and as result we got a tailor-made symbol for Restaurant Day at Porvoo Campus event. Later we used this symbol at all our marketing materials and I believe that it would be good idea to continue using it for future Restaurant Day events.

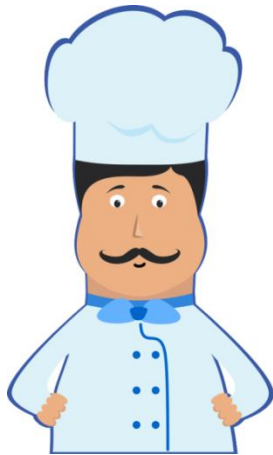


Figure 7. Symbol of Restaurant Day at Porvoo Campus event

We used this symbol for internal and external marketing activities. For instance, the man from the symbol appeared at our logo, posters, presentation, decorations for info booths and in social media.

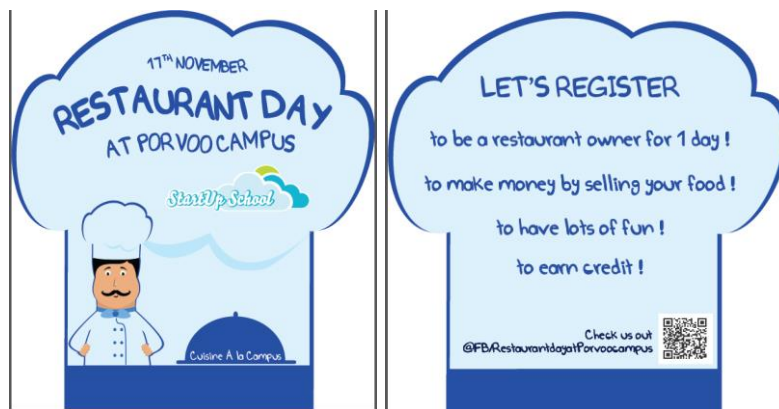


Figure 8. Design of table stands, distributed in the cafeteria at Porvoo Campus

Several posters were placed at Porvoo Campus to promote the event among the students and staff. Our team members also placed posters in many public places at Porvoo town: super-markets, cafés, info desks, bus station, schools, Kansalaisopisto and other places.

Press Release

I think press release is an effective marketing tool, which helps to distribute information towards the large group of potential visitors. At the same time combination of text and images requires creativity and understanding of customers' expectations.

We created a press release and sent it to media. The English version of the press release is introduced in the Attachment 3.

Here are some examples, where the press release was published:

- Kauppalehti: HAAGA-HELIA AMMATTIKORKEAKOULU: Ravintolapäivä kokoaa parikymmentä pop-up-ravintolaa Porvoo Campukselle <http://www.kauppalehti.fi/5/i/yritykset/lehdisto/cision/tiedote.jsp?selected=kaikki&oid=20121101/13527140954530>
- My New Desk: Ravintolapäivä kokoaa parikymmentä pop-up- ravintolaa Porvoo Campukselle <http://www.mynewsdesk.com/fi/pressroom/haaga-helia/pressrelease/view/ravintolapaivaie-kokoaa-parikymmentae-pop-up-ravintolaa-porvoo-campukselle-812109>
- Meno Info: Ravintolapäivä <http://malli.menoinfo.fi/porvoo/tapahtumat/ravintolapaiva/267396>
- Makuuisti Victoriamedia: HAAGA-HELIA: Ravintolapäivä kokoaa parikymmentä pop-up- ravintolaa Porvoo Campukselle <http://www.makuuisti.victoriamedia.org/?p=280>

PR

Information about the event was spread though following channels:

- Mynet
- HH intra
- HH Porvoo Campus FB page
- StartUp School FB page
- Alumni LinkedIn page
- Add in Borgåbladet and in Uusimaa (<http://blogit.haaga-helia.fi/oncampus/>)
- Evenemax (<http://ostnyland.evenemax.fi/SE/Evenemang/Tapahtumantiedot/tabid/200/language/sv-SE/Default.aspx?EvId=267396>)
- Uusimaa (<http://www.uusimaa.fi/tapahtumat/171496-ravintolapaiva-porvoo-campuksella>)
- Vartti (<http://itauusimaa.vartti.fi/itauusimaa/tapahtumat/haku/muuttapahtumat/#2012-11-17/2012>)

FaceBook Page

Nowadays social media is an essential marketing tool for any kind of events. I totally agree that it is vital to be visible at social media. We created a Facebook page for the event. There we published information about the participants and interesting articles about different cuisines. Later we created event page on Facebook in order to know at least rough number of visitors. At the event day there were 86 people, who had joined the event in Facebook. As we discovered later this method cannot be even a little bit reliable to estimate even rough number of guests, because much more customers came to the event.

Pop-Up café

In order to remind about the event we arranged “Pop-Up café” at Porvoo Campus 2 weeks and 1 week before the event day. Pop-Up cafés were arranged at first floor, at the lobby; we served coffee and tea with snacks. We distributed small posters with basic information about the event. Decoration of our pop-up cafés was simple and at the same time very nice. We placed a TV with video trailer about restaurant owners and their restaurants. We organised board games, so our café was very attractive. Based on results of arranging pop-up cafés we recognised that this kind of marketing effort was quite useful, because some students still did not know about the event. We arranged the cafés to remind students that Restaurant Day is very soon and at this moment we also were able to give more information about restaurants, program and even some prices.

Personal Invitation

Few days before the event we decided to remind people in Porvoo that Restaurant Day at Porvoo Campus is coming soon. We decided to choose three main places with maximum number of people: Lundi and bus station, K-Citymarket and K-Supermarket in Tarmola area. We prepared small info-posters and sweets. After approval from security team we started to distribute the posters. Since our idea was not just to give away posters, but provide people with interesting information for them. We personally invited many people, answered their questions, we were polite and smiling. Some people al-

ready knew about the event from advertisement in the newspaper, and they were pleased to get personal invitation. Some people did not know anything about the event and they asked many questions about food, restaurants, and prices. I strongly believe that this activity from our side helped to achieve that big number of customers on the event day.

Word of mouth

I realised, that people trust more if they get information from friends, colleagues, and neighbours. Word of mouth is an effective marketing tool. I believe that this is one of the secrets, why the event was so successful. We all were so excited about this day, we were talking about the event even during free time, and we were working on this with enthusiasm and passion. We managed to create a positive image of the event with our attitude. People, whom we talked about the event, saw and knew that this is not just a school task, this is something special. And I believe, that this kind of attitude is very important for both sides: service providers and for customers.

Advertisement in newspaper

Below I attached an advertisement, which was published in local newspapers.



Figure 9. Front side of advertisement of Restaurant Day at Porvoo Campus

Restaurangdagen på Borgå Campus
Lördagen 17.11.2012 kl. 11-15

Konstfabriksgatan 1

I PROGRAMMET:
Internationella smaker och över
20 olika restauranger
Akustisk musik med The Capo Duo

FÖR BARNEN: trollkarl (11.30-12.15),
ansiktsmålning, pysselhörna

KONTAKTUPPGIFTER
Facebook: restaurantdayatporvoocampus
restaurantdayatporvoocampus@yahoo

 RESTAURANT DAY
at Porvoo Campus

 StartUp School

 HAAGA-HELIA
yrkeshögskola

Figure 10. Back side of advertisement of Restaurant Day at Porvoo Campus

5 Execution of Restaurant Day at Porvoo Campus

Restaurant Day at Porvoo Campus opened its doors for visiting 18 various restaurants providing different cuisines and activities. For instance, we had one restaurant serving only organic food. Customers also had an opportunity to taste popular Vietnamese rolls, Russian pancakes “Blini”, pizza made by exchange students, exclusive coffee, get experience what is Black Market Restaurant, and many other unique and nice ideas.

Table 3. List of restaurants

Restaurant name	
Russian Samovar	Russian pancakes and drinks
Jacque and Assol	Pastries
BadAss backers	Muffins
Café Organic	Organic Food
Kaijan Sämpyläbaari	Sandwiches
Black Market Food	Meat Casserol
She knows, Frank	Vegeterian food
Viet'S Corner Ltd Oy	Vietnamese food
Café Tres Chicas	Pizza
Sweet life	Deserts
Lenni's Drink Bar	Fruit drinks
H is for Hotdog	Hotdogs
the ENJOYABLE COFFEE	Coffee and pastries
Pizzeria ERASMUS	Pizza and risotto
Muffin Heart	Muffins
Babushka	Russian food
Ravintola OLOtila	Finnish food
Chinese food	Chinese food

Below I attached several pictures of restaurants and their owners to give better visual understanding of the event.



Figure 11. Lenni's Drink Bar & Black Market Food Restaurants (Photo by Sami Suppola)



Figure 12. Sweet life Restaurant (Photo by Sami Suppola)

5.1 Event day

Restaurant Day is a different event; it does not require following to special timetable or strict program. We decided to plan a schedule only for performances of magician and musicians. Other activities were available during the whole event.

Event Program

Our special guest was magician Kim West, whose performance started at 11.45. We made a research before comparing several companies and magicians providing such services. Kim West was the best option, based on his performance program, feedbacks and price. Children loved his performance and even some adult people were spell-bound by his performance.



Figure 13. Performance of Kim West (Photo by Sami Suppola) Special activities were available for children during the whole event. We organised and decorated special Children Corner in the cafeteria, where two Finnish speaking students were helping children to decorate cookies and make pins with children' own picture designs. It was

surprisingly wonderful to see later that not only children actively participated in the workshops. Some adults found it also attractive.



Figure 14. Workshops for children... and some adults (Photo by Sami Suppola)

Another activity for children was Face Painting. Our talents Irina Kuzennaya and Thu Banh received even personal positive feedbacks and thanks from parents for the amazing pictures. Girls prepared beforehand. They have found good examples of face painting and they have practiced at home. As so many guests came to the event, 2 persons for face painting activity were not enough. Children had to stay in a line waiting for their turn. We tried to help girls and we entertained children as we could.

Activities in Children Corner were available during the whole event. Children took active participation in workshops and their parents were happy to be involved as well.



Figure 15. Face painting activities (Photo by Sami Suppola)

Music

We had two types of music background: piano performance and music of The Capo Duo music band. The idea was to organise different atmospheres and to support the event to be live and active. So, we agreed with musicians that The Capo Duo music band performs three sets for 45 minutes, and between those sets Sami Suppola plays piano.



Figure 16. Performance of The Capo Duo music band (Photo by Sami Suppola)



Figure 17. Piano music by Sami Suppola (Photo by Natalia Shaparova)

We decided that it would be the best to start our event with The Capo Duo music band performance. It was very good when people came to the event and saw that there was something nice already going on there, so they could start getting familiar with Campus, event program, and restaurants' offers.

Event seemed to be very active, full of energy and smiles. The Capo Duo music band and piano player Sami Suppola were replacing each other, so the music background was changing all the time. We had many activities on the first floor, while restaurant owners on the second and the third floors organised their own nice atmospheres with various activities.

5.2 Post-event phase

Official parts of the event finished at 15.00. When all guests left, every restaurant owner was responsible to leave all premises clean and return everything back to its places.

After everything was ready, we gathered together to celebrate the success and to share experiences and stories about the day. It was wonderful and unforgettable experience. We had lots of fresh fun stories. I believe that it was important to gather all together and to share all ideas immediately after the event, when we were so excited after such a busy but productive day.



Figure 18. Restaurant owners, team members and teachers (Photo by Roman Lutta)
One week after event we continued working on the follow-up phase with such tasks as: paying invoice to the magician, paying receipts to students if they bought anything for the event, making corrections in our budget, arranging evaluation among restaurant owners and organisers.

6 Evaluation

According to the project plan our target was to attract at least 100 customers. We tried to use different methods of calculating how many guests came to the event: joint people on Facebook event page, how many portions were sold, observation. During the event it was not possible to calculate how many visitors came. Porvoo Campus was full of smiling people tasting the variety of offered cuisine and enjoying the entertainment program. Lately on the meeting we came up with estimation that there were about 1000 guests.

According to the reports of restaurateurs all together 1677 portions were sold. The total sale of the day was approximately 4700 Euros, from which the income after raw material costs was about 2800 Euros. I would like to discuss a little bit about financial results. To organise an event we had spent 3000 € and a lot of hours of preparing and organising. Definitely, we did not earn any profit. From financial perspective the result is considered even as a loss. At the same time we did not have an objective to earn money and to make a profit. Our results confirm the main idea of Restaurant Day. The organisers of Restaurant Day even do not advice to participate and organise a pop-up café, if the main aim of the participation is to make a profit. I believe that we all learnt something from the Restaurant Day. I am sure, that each of us took something with him/her after the event: developing new skills, gaining new experience, meeting new people, expanding networks, practicing new method of working, and experiencing co-creation as it was in the heart of the project.

To evaluate results of the Restaurant Day at Porvoo Campus I analysed feedbacks from restaurant owners, customers and my own thinking.

We got a lot of good feedback about marketing. I think we were all amazed how many customers came to the event. I was pleasantly surprised that such low-cost marketing efforts as word of mouth and direct sale are so much powerful. I believe that for next Restaurant Days at Porvoo Campus it would be also good to use the same marketing

efforts. Majority of the feedback from the restaurant owners were very good. They were quite satisfied with the organisation and all the support they have got during planning and execution stages. It was nice to read that restaurant owners wrote that the team of organisers has done great job and helped them with the restaurants. At the same time I recognised that even the project was managed by co-creation approach, restaurant owners did not know that. Even if from first meeting we have defined that we are all part of the event and we all have to contribute, the message still was not delivered correctly.

I would like to pay special attention to feedback regarding meetings we arranged. Some of the restaurant owners admitted that regular communication and meetings with the owners and were very useful for them. At the same time some restaurant owners found that we had too many meetings with the same topics for discussions. Again such misunderstanding happened due to traditional system of working on the events. According to traditional system each person is responsible for certain tasks. We tried to engage restaurant owners and discuss organisational issues with them, since we all were a big team of co-creators. And as the theory states, we all had to co-create value.

The methods of working were not clear for all the participants due to long experience of using traditional ways of event management. I would recommend for organisation team of next Restaurant Days at Porvoo Campus to take into account this aspect and introduce the concept of co-creation at the first meetings. Perhaps, it would be a good idea to understand the concept of co-creation while participating all together in workshops and watching videos. From another side more initiative and active contribution from participants is also required. Even if each participant has certain tasks concerning own pop-up restaurants, there are many other possible activities, which require contribution of all the co-creators.

I found interesting insight in feedback from one of the restaurant owners: “All efforts were kind of hidden from the participants”. Probably, we as a team of organisers did not behave absolutely correctly. As it was our first experience to participate in such

kind of event, we were not confident enough to distribute organisational tasks among all participants. I would recommend for organisers of next Restaurant Days at Porvoo Campus to take this issue into account. Organisers should give more freedom to restaurant owners, so they would feel more engaged and more responsible for their contribution.

All feedbacks underlined that the entertainment program and overall atmosphere were really good. Some restaurant owners also considered that atmosphere during the meetings was unique. I would suggest following to the same strategy, as it brought many positive feedbacks. Surely it is essential to have nice organised space for co-creation process.

One very important aspect, which could be done better, is timing. As there were many people working and preparing everything, we had some difficulties with time management. I would recommend double checking of all planned tasks one day before the event day and to come in advance and check everything again. Managing time in the kitchen also has to be planned in advance.

Next I would like to write about customers' feedbacks. I have interviewed 3 families with children 3-11 years old, one couple of middle age and several young customers. First of all, they were smiling while talking about the Restaurant Day at Porvoo Campus. All of respondents said that they were very satisfied and definitely they would attend the same event again. Some of the respondents visited Porvoo Campus for the first time, and they admitted that it was good reason to come. People underlined that general atmosphere and decoration were nice. They could sit and enjoy food as in real restaurants. Children and adults were also impressed by performance of the magician. Parents appreciated a lot that we arranged activities for their children. Parents said that sometimes it is difficult to relax on some events when their children get bored. All the respondents liked the music background. Some respondents would appreciate more musical styles. Some visitors also liked that they received personal invitation before the

event day. That fact confirms that we chose correct marketing efforts to attract customers.

I would like to write a little bit about my contribution to the event. Looking back to the project I can say that I have participated almost in every organizational stage of event process. First I was working on marketing efforts to attract customers. I was also planning with team leader Minh Tran meetings and plans for event management. I was very inspired by the uniqueness of the event, and I did not feel that it was just a school task. I would say that it was attitude with passion which helped me to be an active team member. When I did marketing activities for the customers I brought that feeling with me. I believe that we all behaved that way and it helped us to attract so many guests.

In my work I would improve my leadership skill. In some moments I need to feel more comfortable to delegate tasks to other people. Especially if it concerns tasks which I am responsible for, I have to be sure that it will be done perfectly. For me it seems easier to do it alone rather than asking someone to help. At the same time I understand that working in a team requires being trustful and respectful to participation of other members.

In my memory the event is associated with unforgettable experience: tasty food, nice music background, magical entertainment, and smiling children. At the end of the day I could not feel my body, but it was nothing comparing to feeling of satisfaction that we managed to organise such a magical day.

Looking back to the event I see how the team of 40 inspired people made this all come true. We made this event popular and demanded. People asked me for several times: “When is next Restaurant Day at Porvoo Campus?” Moreover we spread information about the event and the Porvoo Campus in different channels. For example, Google search tool gives over 2000 results if searching in Finnish “ravintolapäivä Porvoon campuksella” and over 200 results if searching in English.

Restaurant Day at Porvoo Campus was a great success. Thanks to 40 inspired people we managed to organise such a nice event and co-create value for it. Sirpa Lassila, the supervisor of the project says that this was first time when event at Porvoo Campus welcomed so many people. Definitely, we are talking about success.

7 Conclusion

The main objective of this thesis was to describe and analyse the Restaurant Day at Porvoo Campus project with further suggestions and ideas what could be improved and done differently. The main focus of the thesis was on the concept of co-creation, which was used as the main tool of event management for this project.

The Restaurant Day is a worldwide food carnival, which was organised for first time in Helsinki in May 2011. First time it was organised based on Facebook event page. The uniqueness of the event is that anyone has an opportunity to set-up one-day restaurant without following all legal requirements and limitations. In 3 years Restaurant Day won 6 prizes and became well-known in many countries. Initially the main goal of the Restaurant Day was to enhance restaurant culture in Finland. After first event Restaurant Day became very popular and got a lot of positive feedback and recognition from the community as well as from Government authorities. The society got new experience of communicating and new feeling of doing things together by co-creation approach.

HAAGA-HELIA University of Applied Sciences decided to take a part in Restaurant Day. Thus students of the university got an opportunity to organise a project Restaurant Day at Porvoo Campus. This project attracted surprisingly many students. It was first time in Porvoo Campus, when students expressed their interest to participate in a project, which was not a part of a compulsory course. As I was involved in the project as a member of the organisation team I decided to dedicate my thesis to the topic of event co-creation and particularly how it was implemented in Restaurant Day at Porvoo Campus. The objective for this thesis was to describe and analyse the process of our project work and to produce guidelines for next Restaurant Days at Porvoo Campus projects.

In this report were introduced traditional theories about event management suggested by different authors. At the same time the report discovered a conflict between traditional event management theories and new approaches in the field. In today's market

many service providers involve their customers to the process of value co-creation. The success of many co-created projects and events confirms that it is vital not only to hear opinions of the customers, but also to involve them into the process of value co-creation and produce innovative solutions together. This approach helps to satisfy the needs of new customers by letting them being a part of a co-creation process. New customers want to be heard and understood; they want to tell about their needs and wishes rather than just to consume already complete solutions. By using co-creation method service providers have more opportunities to gain unique solutions and customized experience.

Lately co-creation approach is used also in event management field. One of the great examples of co-created events is Restaurant Day, because it requires much more involvements from customers than traditional events.

While working on the Restaurant Day at Porvoo Campus project, we used traditional theory and techniques about event marketing. At the same time we used another event management method - co-creation. Traditional theory about event management was not applicable for Restaurant Day case.

Co-creation is a new method of service design. Co-creation means that by cooperation, collaboration, sharing ideas and experiences service providers and customers work together on new innovative solutions. By other words, they co-create value. Co-creation is focusing on customers' experience and interactive relationships. This new approach allows and encourages customers to be involved and engaged more to co-create value and gain customized solution.

Basically we followed the traditional structure of event management by the co-creation approach. For example, marketing efforts, such as active participation in social media, creating a promoting video, and word of mouth, were done by all the participants. In order to achieve good results at the end, organisers of the event had to collaborate and work together with restaurant owners. Indeed, despite of organisational and adminis-

trative tasks restaurant owners had a huge impact on the overall atmosphere and image of the event. Thanks to co-creational spirit, all together with team members and restaurant owners we discovered potential of the initiatives for each and everybody. This led to success and satisfaction of each co-producer.

In order to evaluate the results of the project I made an analysis of feedbacks from restaurant owners and customers. I also analysed our team work based on the theory I learnt while working on the thesis.

Customers loved the event. They were satisfied with everything: marketing before the event, event program, food and general atmosphere. According to some respondents only one thing could be improved, they commented that “more food..” would be good. I believe that even that feedback reflects the success of the event day. There were so many customers, that restaurants did not have enough food to serve until the end of the event.

After analysis of feedbacks from students I learnt that all restaurant owners were glad to be a part of the project. Many students underlined that they got new experience. They liked our meetings and way of working. We also received many positive feedbacks from restaurant owners, that organisers have done great job with administration and marketing tasks. Restaurant owners appreciated a lot help and support from our team of organisers. As we see restaurant owners did not recognise that it was a co-creation process. Even if they understood that it was new experience they did not know that we all co-created an event, and that we all had to be involved to all management activities.

I think that restaurant owners and our team of organisers had certain experience of using traditional ways and approaches of working. That is why the new concept of co-creation was not clear for all the participants. We all understood that Restaurant Day was something new and unique, but we did not see the clear concept of co-creation behind.

That became main problem why co-creation approach was not fully utilised in Restaurant Day at Porvoo Campus project. I recommend for organisation team of next Restaurant Days at Porvoo Campus to take into account this aspect and introduce the concept of co-creation at the first meetings. In my opinion it is vital to learn all together what co-creation is: perhaps, by participating all together in training games, workshops or watching videos about co-created events. From another side more initiative and active contribution from participants is also required. Each restaurant owner has to understand that he/she can be very useful by doing many other possible activities, besides tasks concerning their own pop-up restaurant. I believe if everyone knew, how a co-creation approach should work, we would have behaved differently. Perhaps then co-creation could be utilised more fully in Restaurant Day at Porvoo Campus.

Co-creation approach itself is a tool to the initiative community to develop and design the urban environment into a better place to live and work, and in case of Restaurant Day at Porvoo Campus – to study. Such phenomenon as Restaurant Day discovers a new generation of new customers, who are striving for a more tolerant and creative community.

Success of Restaurant Day, and Restaurant Day at Porvoo Campus particularly, and similar pop-up co-created events confirms that such co-creational, collaborative and empathetic way of working is an excellent tool. The concept of co-creation is expected to be standardised in nearest future, moreover it will not be a trend anymore.

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Attachments

Attachment 1

Attachment 1 represents Implementation Plan for Restaurant Day at Porvoo Campus.



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Attachment 2

Attachment 2 represents Security Plan prepared for Restaurant Day at Porvoo Campus.

Security plan

In cooperation with Teachers Dinner (Saana Paarma)

I. Risk assessment:

Risk type	Likelihood 1-3	Serious 1-5	Actions against
Risks for people			
Emergency incidents	2	3	First aid skills, emergency number, Nurse
Food poisoning	1	4-5	Follows food hygiene instructions. In case there is food poisoning, discard food immediately and contact medical centre
Staff sickness	2	2	Division of task, being multitasked and initiative
Accidents (Falling, Slipping, Cutting)	2	2	First aid skills, emergency number, Nurse , no tripping hazards, drying wet spots
Risks due to people			
Fighting	1	1	Security SOL
Door/ window breaking	1	1	Security SOL, inform Project Manager
Other Risks			
Fire	1	5	Prepare staff, be aware, procedure Plans

II. Responsible for emergency situation

- **Contact emergency center in case of food poisoning**

Tel. (09) 471 977 (direct)

Tel. (09) 4711 (switchboard)

- **Contact Emergency Health Centre:**

Tel. 040 584 7187

Address: Sairaalantie 1, Porvoo

- **Contact Porvoo Hospital (24hr service)**

Tel. (019) 54 821

Address: Sairaalantie 1, Porvoo

➔ Remember to fill in an accident form!!!

- **What to do:**

- Stay calm!!!
- Make an immediate call to health center
- Give statement on what happened
- State precisely the address and municipality
- Answer any questions asked
- Follow the instructions given
- Do not hang up until told to do so
- If the emergency number is busy, do not hang up!
- Check how serious the injury is, if person is movable

- Perform/ask somebody to perform first aid before ambulance comes
- Inform Project Manager (Minh Tran)
- If the case is not so serious, ask the participant what he wants or inform Project Manager (Minh Tran)

III. In case of fire alarm:

- **Contact general emergency line (ambulance, police & fire brigade)**

Dial **112** and follow instructions given

- **What to do:**

- Stay calm!!!
- Search for the closest exit
- Direct people to the closest exit
- Tell them to meet at the parking lot
- Check the floor you are responsible for, if there are people left
- Leave the building report to Project Manager (Minh Tran)
- Check attendance list in case of missing anybody
- Make an immediate call to Police or Fire brigade (Dial 112)
- Give statement on what happened
- State precisely the address and municipality
- Answer any questions asked
- Follow the instructions given
- Do not hang up until told to do so
- If the emergency number is busy, do not hang up!

IV. Meeting place for fire alarm:

Official Parking lot in the Middle of the two side entrances

V. Responsible personnel for evacuating the building:

- 1st floor: **Natalia:** Main entrance/stair case entrance,
Anh Vu: Laurea
entrance,
Svetlana: Cafeteria entrance
- 2nd floor: **Phung**
- 3rd floor: **Minh Tran**

Contact information

Description	Name
Project Manager	Minh Tran Tuan
Project Cordinator	Sirpa Lassila
Project Cordinator	Marika Alhonen
Project Cordinator	Kalle Riihä
Team member & guide	Ngoc Anh Vu
Team member & guide	Phung Banh Thu
Team member & guide	Natalia Shaparova
Team member & guide	Svetlana Shirokova
Security SOL	Päivi Volanen
Maintenance	ISS
Accident	Emergency/Fire
Food poisoning	Emergency
Health emergency	Porvoo Hospital

Attachment 3

Attachment 3 represents Press Release, which was sent to social media.

**THE RESTAURANT DAY AT PORVOO CAMPUS BRINGS TOGETHER
ABOUT**

20 POP-UP RESTAURANTS

On November 17, 2012 at 11-16.00 Porvoo Campus opens its doors for everyone to come and the food and special atmosphere of Restaurant Day. About 20 pop-up cafés and restaurants are going to serve a diversity of menus, which include international cuisine, deserts, sweets and various drinks.

All guests have an opportunity to spend November's Saturday with families and friends at new modern and contemporary Porvoo Campus. The program also consist of the magician performance at 11.30, live performance by the acoustic Capo Duo music band, different activities for children including face painting, biscuits decoration and pin making.

The Restaurant Day at Porvoo Campus event is organised by a group of international students and supported by HAAGA-HELIA StartUp School. Both students and personnel are involved in putting up pop-up restaurants and cafés. All the restaurants and description can be found by the following link:

<http://www.restaurantday.org/find/?near=porvoo>.

The first Restaurant Day was organised in Finland in May 2011 and attracted 40 pop-up cafés, bars and homely restaurants in 13 cities throughout Finland. Popularity of Restaurant Day is continuously growing since it has become a quarterly event, which is being organised around the world. For instance, during last Restaurant Day, which was held on 19 August this year, 782 pop-up restaurateurs in 15 countries were offering various delicious foods. One of the most interesting things about this event is that it actually engages people of all ages. Moreover, visitors of the Restaurant Day have a great opportunity to enjoy food culture in a not-so-typical way.

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<http://www.facebook.com/RestaurantdayatPorvoocampus?fref=ts>