

Maiju Karttimo

Renewing Team Competition for Himos-Safaris

Thesis
Kajaani University of Applied Sciences
School of Tourism
Hospitality Management
Autumn 2013



School Kajaani University of Applied Sciences	Degree Programme Degree Programme in Tourism
Author(s) Maiju Karttimo	
Title Renewing Team Competition for Himos-Safaris	
Optional Professional Studies	Supervisor(s) Aleksi Nyström
	Commissioned by Himos-Safaris
Date Autumn 2013	Total Number of Pages and Appendices 40+40
<p>The aim of this thesis was to develop Himos-Safaris' product, Team competition, into a more functional and fresher product and bring new lift for it. The competition had become outdated because it had stayed too long the same. Also the duration in the old competition was often too short. The total outcome for this project was a new team competition and related material for the company.</p> <p>The theoretical background of the thesis consisted of three parts: Product development, Experience Tourism and Teamwork. The theoretical background worked as the basis of the thesis and especially knowledge about teamwork has affected the whole competition.</p> <p>The final result of the planning was a longer, more coherent and customer-oriented product which will hopefully help with selling the product in the future. The main focus is on customers' participation and the thesis tried to create competition to support teambuilding as much as possible. As concrete material the result was a product card and descriptions for customers and those can be found at the end of this thesis.</p>	
Language of Thesis	English
Keywords	product development, teamwork, experience, program service
Deposited at	<input checked="" type="checkbox"/> Electronic library Theseus <input type="checkbox"/> Kajaani University of Applied Sciences Library

PREFACE

This thesis is a developmental task where Himos-Safaris' team competition has been developed. The idea for this thesis came from practical training place when the supervisor told many times how the competition would need some development. The idea felt natural because of the familiarity of the competition and the knowledge of the changes it would need.

The competition had become outdated because it had been in Himos-Safaris' program for many years and many people had therefore already tried it. With this task the goal was to plan a new competition which would bring some new lift for the product and help to attract more customers.

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1 INTRODUCTION

The main idea of the development was to bring new content for the competition and make it more complete. The activities were getting to be too familiar and the glow of the product was gone. The length of the competition was 2-3 hours and it was available both in winter and summer which needed to be taken into account when planning the activities. The customer group sizes varied from six to 50 people. The goal was to create new competition which would attract new customers and make also the old ones interested.

The theoretical background of this thesis consists of three parts: product development, experiences in tourism and teamwork. Teamwork was in key role when planning a new content for the competition because one of the goals was to create the product so that it would enhance team spirit and even improve the atmosphere in the group. Theoretical information of teamwork was in an important role when planning suitable activities for the competition.

In experience tourism part creating experiences for customers is in main role and in product development part a ready-made model have been utilized and told step by step how the product was created.

In this thesis the main finding has been how an old and not so functional product can be developed into updated and fresh product that will attract customers.

2 BACKGROUND AND GOALS

2.1 Himos-Safaris

Himos-Safaris is the only company which offers program services in Himos. It is part of Himoslomat Oy that offers services as accommodation, restaurants, conference and meeting facilities, bar and entertainment, events, cleaning and maintenance and golf facilities. Himoslomat is the biggest service provider in the area.

Winter season has traditionally been the high season at Himoslomat because of the immediate nearness of the ski slopes, but summer is reaching it because of all the time growing festival supply. Himos-Safaris offers program services year-round but winter season is clearly their highest season. They offer snowmobile and all-terrain vehicle safaris and rental, sauna services and program services such as ice swimming, sumo wrestling, adventure track and curling. During winter season they offer weekly programmes. (Himoslomat. 2013)

Himos-Safaris was established 1993 and it is a limited liability company. They have five regular employees in the company and according to seasons they employ seasonal employees who work there part-time.

Himos-Safaris' guides are specified in organizing adventures, events and trips for different kinds of groups and vacationers year-round. Himos-Safaris' office and equipment rental are located in Himos-Centre.

Their business idea is that Himos would be international, all year-round working holiday centre which can offer positive surprises and fresh physical and mental experiences for their customers. The most remarkable client groups for Himos-Safaris are domestic and international business groups.

2.2 Team competition

Team competition is one of the products that Himos-Safaris offer. The idea of the competition is to pick up five activities from 17 and accomplish them in teams. The teams move from one activity point to others and collect points. There are as many activity points as there are guides so that there would not be too much waiting.

The teams collect points during the competition and they are kept as a secret until the end. The guide can still give hints about team's performance compared to other teams because that creates the desire to compete. It is possible to gain also style points because this makes the competition not so serious. In the end the best team is rewarded with something small: e.g. last winter we used items that had worked first as prizes in children's activity day. There were mini puzzles and sand toys which made the competitors laugh. A traditional prize has also been a small guksi for each team member.

The majority of Himos-Safaris' customers were groups that were having business refreshment day or participating in a congress organized in Himos. The amount of business groups can be explained by the good conference service possibilities Himoslomat offer. The other big customer group was bachelor party groups. Even though the majority of the customers are adults, the product fits also for younger people because the nature of it is to have fun together and the activities are playful.

The group sizes of team competition vary from six to 50 and the length of the competition is two – three hours. Even though team competition is arranged year-round, winter is the highest season.

2.3 Points of Development

The main point of development was to renew the activities: they were getting to be too familiar. Otherwise the structure of the competition worked well. The competition had stayed the same for at least seven years so for the customers who had come back many times there was nothing new to offer. Because one part of the product is to offer experiences for the

customers, it is hard to offer them if the customers have already had the experience. In experience tourism literature it is often stated how seeking experiences is often about taking risks and not knowing what will come next. Borg, Kivi and Partti (2002:27) state how people who seek experience do not want to know the actual experience beforehand because it gives the power for doing; after the experience and excitement is over, want to do it also over.

In the old competition the activities mentioned on the list were not even used if the guides had the power to choose the activities but some totally others were used. The development of the competition motivates possibly the guides also more.

The idea was to get activities that are simple, fun and easily produced. Himos-Safaris already existing equipment had to be thought to utilize them as much as possible that no big investments would be needed.

In the old competition the activities were not separated for winter and summer activities but the majority of them were usable in both seasons. The company gave a request to plan activities for both seasons. In planning the activities relating literature, other program service companies' supply and also imagination have been utilized. Approximately 15 other program service companies' supply has been browsed through for comparison.

The duration of the competition caused also some problems at times because it often stayed too short. Especially with a smaller group it was a problem because the competition could be over in less than an hour. This has been tried to take care of by creating longer activities and having couple of activities that can be left in the end and therefore make them longer. The whole group can participate in those activities so they bring also the group entire again.

2.4 The choice of the subject

The idea of this thesis was born in spring 2013 in the end of practical training period. First idea was to do the thesis with a friend but it turned to doing alone because it was easier. Because Himos-Safaris was so familiar company it felt natural to start finding a subject from them.

Because the company was familiar, communication was really easy. That helped to create a final result that satisfied both the company and me. That made it more probable that the final product could really be usable in their program supply. Also knowing what kind of equipment they already have helped with planning.

The practical training supervisor who was also the main guide in Himos-Safaris told many times during the winter how the team competition would need some updating. It was a good subject because involving many times in guiding it made it familiar and it was easy to see those things that would need some development. Also the idea felt interesting because developmental task felt a good idea. Studying activity tourism had probably some effect too in the choice of the subject.

2.5 The aims

The main aim of this developmental thesis was to produce an updated and improved team competition for Himos-Safaris. The purpose for this was that the company would get new lift for the product and that it would be easier to sell. For the customers the idea was to create a fun experience which helps to build trust among the group members and build group spirit.

The planned concrete outcome was a product card that tells specifically about the activities: equipment, place and rules. The idea was to create them so that it would be possible for a new guide to guide the competition just by reading the cards. Also writing product description for customers where the activities are explained briefly was one part of the material produced.

The idea was to make that kind of competition where no big investments were needed: Himos-Safaris had already a good variety of different kinds of equipment that could be utilized.

The goal was to produce that kind of material that is really usable for Himos-Safaris. The familiarity of the company helped with that because by communicating with them it was possible to create a more satisfying product for both parties.

3 BASIC CONCEPTS

3.1 Activity tourism

One of the basic concepts of this thesis is activity tourism. Activity tourism can be sport or adventure tourism and team competition is a combination of both of them. Hudson tells in his book how people's holidays have changed from relaxation and rest more into health-related and quality-of-life experiences, including active and sports-orientated trips. Sport and adventure tourism are regarded as an industry of its own nowadays. (Hudson, S. 2003. iv-vii)

Sport tourism refers to travel away from home to play sport, watch sport or to visit a sport attraction, and includes both competitive and non-competitive activities. (Hudson, S. 2003. 2)

Adventure can mean different things for different people, which makes it hard to define. The adventure tourism products vary from soft to hard ones and include often facing a physical or mental challenge and experience that has been gained through participation.

Anyway, adventure tourism products form a relatively well-defined and recognizable sector of the tourism industry. There are tens or hundreds of thousands of individual adventure tourism products worldwide, and many millions of tourists buying them each year, which makes it one of the main reasons for people to travel. (Buckley, R. xvii)

3.2 Teamwork

Teamwork is a process of a group of people pooling their resources and skills to work together and achieve a common goal. (Mackall, D. 1998. 131)

Actions that are labelled as teamwork include providing assistance to others when they need it, acknowledging the efforts of other team members, sharing expertise, providing positive, constructive feedback in an effort to improve processes or outcomes, listening to feedback

and adjusting behavior accordingly, working toward solutions that the entire group or team can support, and sharing ideas. (Boller, S. 2005. 11)

3.3 Teambuilding

For teambuilding there are several different definitions. In this thesis teambuilding means the following things: developing working relationships, improving the performance of the team, outdoor activities that challenge the individuals within the team, improving motivation, communication, support and trust within a team and developing teamworking skills. (Parcon, P. 2007. 3-4)

3.4 Tourism program service

In the basic education of tourism program services are defined as follows: program services are independent or guided actions which are based on customer-orientated to nature, entertainment, culture, sports or health. (Verhelä & Lackman. 2003. 17)

Program service and guide service are basically the same but if made some difference to make the definition clearer, in programme service the customer participates and in guide service the customer can act as a listener and watcher without participating more. (Karusaari & Nylund. 2009. 146)

Program services are adventure or experience products in tourism field. Tourism program services are increasing their popularity all the time as travel centers' attractions factors. Program service product should be such that it would be easy to reserve and be qualitative and safe. To succeed in this requires versatile know-how from the program service companies and they should include quality and safety systems as part of the operation. (Imatran Seudun Kehitysyhtiö Oy. 2004. 3.)

From the sectors of tourism industry, program services are one of the main reasons that affect to tourists' choice of travel destination. When choosing the destination the tourist will

usually not decide the daily program beforehand but the activities are often chosen at the destination. This obliges the companies to offer customer-orientated services which are easily available. (Imatran Seudun Kehitysyhtiö Oy, 2004. 3.)

Even though the tourist evaluates the whole travel experience, program services can be one of the most important parts of the package. When someone comes from a holiday you often ask first “what did you do on your holiday?” Also if a person has had a great experience during the holiday, it will probably be one of the first things he will tell about.

3.5 Tourism product

Tourism product is service on its nature and it is characteristic for a tourism product that you offer something intangible for the customers that is produced and consumed at the same time. Tourism products are not storable, patentable or presented as a ready product because the service is intangible. (Komppula & Boxberg. 2002. 10)

It is hard to define beforehand, what are the product characteristics that the customer is willing to pay for. With very reasonable price built product can be something that the customer could pay even more. On the other hand the case can be turned around and the customer is not willing to pay anything for a valuable product. (Vähätalo & Ruotsalainen. 1996. 52)

In tourism research the most familiar and most usable definition for tourism product explains the product as the whole package which includes attraction factors of the destination, services, reachability, image and price. (Komppula & Boxberg. 2002. 11) For different tourism product suppliers this can be harmful sometimes when customers evaluate the whole travel experience: if one part of the package is bad it has an effect on the whole product. The tourism companies in the certain destination have to be able to work together and build the attraction of the area together. On the other hand, if some part of the product is poor, some other part can compensate it if it is spectacular and creates great experience.

3.6 Product development

Successful product development is one of the most important factors that affect company's performance and it is needed to be taken into account all the time. Otherwise there will be a time when the products are outdated which causes the decrease of selling and finally stops totally. (Jokinen, 2001. 9.)

Product development means all the actions whose goal is to develop a new or improved product. The process includes many steps, e.g. searching the product idea, background knowledge for marketing and planning of the product. (Jokinen, 2001. 9.)

In this case the product development happens by modifying the old product: the basic structure of the competition worked well but the content of it started to be worn out. The development did not have to be started totally right from the beginning.

4 EXPERIENCE TOURISM

4.1 What is experience?

Experience is a strong feeling which is born by the message that senses bring to brain. Person's life history affects what kind of reaction the message causes. Our senses are giving us knowledge from our environment and there are differences between people which senses bring the strongest messages. A message that comes from many different senses is experienced stronger than just one. (Vähätalo & Ruotsalainen. 1996. 54-55)

Verhelä & Lackman (2003. 34) tell that one of the hardest definitions in tourism is experience because it is personal for every tourist. Modern Finnish dictionary defines it a powerful experience or other event that makes a strong impact. The requirement for experience is unforgettability. There are a great variety of definitions for experience but what is usually common for them is that it is significant for the individual. (Lugosi, P. Morgan, M. & Ritchie, B. 2010. 4)

Experience tourism is such a new field in tourism that compared to traditional fields there are quite a small amount of information available. When traditionally having a holiday meant relaxation and even earlier learning, nowadays seeking experiences has become more important reason for traveling. In a book called *The Tourism and Leisure Experience: Consumer and Managerial Perspectives* (Lugosi, P. Morgan, M. & Ritchie, B. 2010. xv) it is said that developed countries are now experience economies where sustainable competitive edge can only be gained by giving the customer a memorable and unique experience.

Company that provides program services cannot actually produce experiences: only by offering the frame and technical requirements they can help to produce the experience. Experience is born in a customer's mind. The service producer needs to focus on that part which he has an effect: the technical quality of the product and communication between the people. (Verhelä & Lackman. 2003. 34-35)

If seeking for providing experiences, the service provider has to be able to create images of different experiences, has to be able to guarantee that kind of service processes that the experi-

ence is possible and create that kind of service system that the repeating experiences turn into the aim of the customer. (Komppula & Boxberg. 2002 93.)

Lapland Centre of Expertise for the Experience Industry (LEO) defines experience as a multisensory, meaningful and unforgettable experience that can cause a personal change: what has been experienced and learnt can affect to person's personality and even change his worldview. Crucial part in service is what the customer gets and in experience it matters how and what kind of experience is created for the customer.

4.2 Experiences by figures

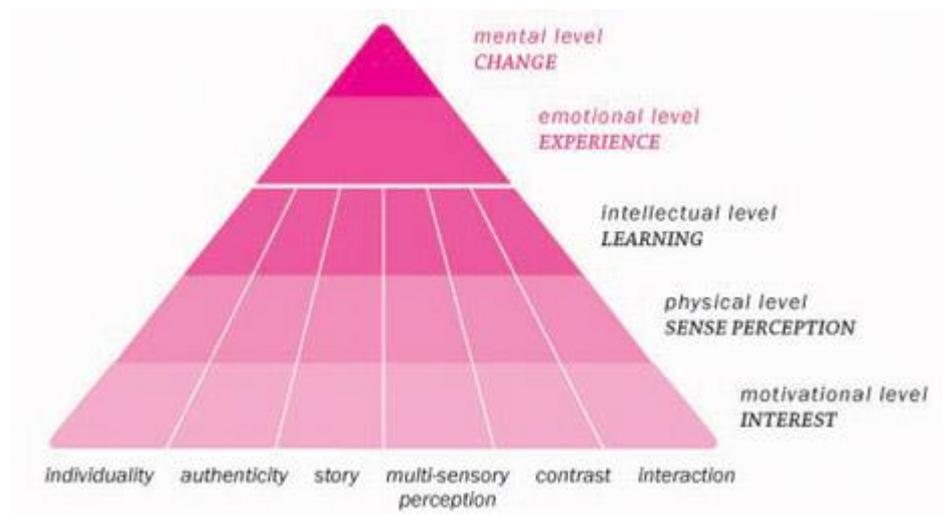


FIGURE 1. Experience Pyramid

In LEO's Experience Pyramid there are two points of view: customer's experience and the elements of product. There are six different elements which are: individuality, authenticity, story, multisensory perception, contrast and interaction. The product should include these all to be an experience. Along with these elements the customer's experience moves via different levels to a change at the best. (LEO. 2009)

The individuality factor means how the product fits into customer needs and how it should be a unique experience: there are no similar products existing. The company can affect it by investing in customer orientation and being flexible. The authenticity tells about how genu-

ine and credible the product feels like. A good and credible story brings content for the product and makes it feel more complete. Multisensory perception means that the customer uses as many senses as possible during the program. Interaction means communication between a group and guide and also sense of community: it is an experience that has been experienced together. Contrast means how different from everyday life the product should be. Customers' starting points need to be taken into account; when for one it is everyday life, for the other one it might be a great experience (LEO. 2009)

In motivational level the customer's interest is aroused. In this level you cause expectations and a want to experience that. This level exists already in marketing. In physical level the customer uses his senses and by them realizes where he is, what is he doing and what is happening. On the intellectual level the sense messages are processed and by those opinions are formed. A good product offers learning experience for the customer. Experience happens after this on an emotional level: if everything works in the product it is probable that there will be a positive reaction: good feelings that the participant feels meaningful. The final level is the mental level where the experience has been so strong that the customer feels it has changed him. Those changes can be in the customer's state of mind, way of life or physical state. (LEO. 2009)

In the new competition at least individuality, contrast, interaction and authenticity have been taken account quite well but it could still be improved with creating some story around it and also create activities where more senses would be used. In this thesis these factors are enough but it possible to develop the product in the future by adding more of these factors.

Also Komppula & Boxberg (2002. 30) have divided the experience process into seven parts and those can be divided into three different types: pre-experiences, destination experiences and post-experiences. The experience starts with arousing interest and comparing alternatives. The second step is attachment to destination which means both mental (expectations) and material (payment of the trip) attachment. Travelling to destination, being there and evaluation are involved to destination experiences. Reminiscence means the remembering part where the traveler is recalling the memories and by that way maintaining the experience. The last step is adoption/enrichment part where the traveler may adopt e.g. some culture's food culture or habits.

This model helps to understand what happens during some tourism experience and the pyramid is usable especially when planning experience products. Both models handle how the tourism experience starts already at marketing stage when the mental images are created, continues during the experience when the customers evaluate how the expectations fulfilled and if the total outcome is positive the final result can be as impressive that it has an effect even to customer's personality. It is important to be able to create that kind of images of the product that the real product corresponds with them realistically, or is even better than them.

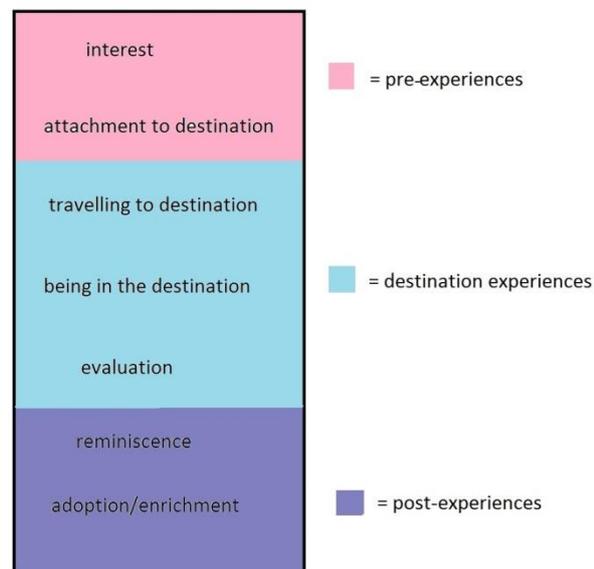


FIGURE 2. Experience Process

4.3 Experiences at the side of business

One significant income for tourism companies is business refreshment. It means a program service product offered for business and corporation personnel that will usually not include staying overnight and is organized quite near. Even though it is not travelling since these products are often in the same city, for program service companies these are often same products that they offer for tourists. The content and the idea of the product can be the same than for tourists but the meaning is different. (Komppula & Boxberg, 2002. 10)

The products are easy to produce and the risks are minimal. In many cases it can be only a cup of coffee which is drunk out of office and transportation happens by abnormal way, e.g. snowshoes or canoe. (Komppula & Boxberg. 2002. 37)

In many cases Himos-Safaris customer groups are business refreshment customers. Even though it is not regarded as tourism since the customers are from near and they are often just day visitors, it can be still called as a tourism product because the same products are used for tourists.

In congress programs there are usually two parts: the official data-focused part and unofficial part where the participants are offered social interaction and relaxation. Both parts are vital for a successful congress. Conference and congresses are a significant income channel for the localities where they are held since according to researches they bring more money to the area than normal business tourists or free time tourists. (Komppula & Boxberg. 2002. 32-33)

Congress customers are a typical customer group for Himoslomat because they have created good meeting and conference services. Because the customer group is quite converging it was relatively easy to start to plan a product for them. The main point was to create a product that takes the business people out to relax by playing and having fun and on the other hand make the working community tighter by having group activities. It is something that they do not do every day and hopefully regard it as a good experience.

5 PRODUCT DEVELOPMENT

5.1 Product development process

5.1.1 Idealization

Himos-Safaris is the only program service company in Himos area so it does not have a pressure that a competitor would create: when someone brings a new product in the market you have to create something better not to lose your customers. Himos-Safaris has a good position without one minus: there is a danger that products are not updated when there is no pressure to do so.

Kumar and Krob (2005. 2) mention e.g. intense competition, exploding product variety, demanding customers, crowded markets and changing customer expectations as forces that drive the company into product development. These are primary environmental changes that drive the company to changes. In this case the team competition had stayed the same for at least seven years and there was nothing new for the customers who have decided to come back. The old competition could seem even a bit boring after making some benchmarking (comparing to other companies). Himos-Safaris had the resources to improve the product and update it.

There was no burning necessity for renewing the product but it was wise to improve the product to make it updated and to fit more into customers' demand. Two basic elements for producing services are the customers' needs and they have to base on the business idea or complete it in a reasonable way. The best ideas are born from company's own strengths and knowledge but comparing company's own actions to some other company's actions is a good way to get new ideas. Copying is not wise but comparisons can give new operations models and create new ideas. (Verhelä & Lackman. 2003. 76-77)

At the best productization is utilizing the existing resources for producing an easy, useful and desirable product for the customer. (Borg & Kivi & Partti. 2002. 120)

The basic idea of the competition worked well so the structure of it did not have to be changed. The content needed improvement so similar kind of activities needed to be created so that they would be simple, fun and easily produced. There was a big benefit of the company being so familiar to me: knowing their equipment and resources made it possible to use that information in the base of planning. In the idealization process literature, benchmarking, imagination have been used and also communicating with the company and listening to their ideas.

Customers' needs and wishes are in very important role in product development. That has to be kept in mind during the whole process: how to make it that kind that the customer will get the full benefit of it in rational and emotional level. (Borg & Kivi & Partti. 2002. 133)

5.1.2 Productization

Productization means that different possibilities offered by different destinations are turned into products that have a clear value producing core and price. Productization is based usually for resources in some destination, place- or culture-related attraction factors which help to create conditions for experiences. Productization is about creating chargeable possibilities to have an experience by doing something, somewhere, some amount of time and with some price. It is often about seeking new ways to collect money from tourists about activities they have necessarily not paid for before. (Komppula & Boxberg. 2002. 93)

In productization process the idea is turned into a concrete product. It is important to think beforehand about the total goals of the product; what kind of factors can bring an experience for the customer. The participants and their hopes are important to clarify beforehand. Knowing for what kind of target group the product is made helps in implementing the product. (Verhelä & Lackman. 2003. 78)

It is good that the main target group for Himos-Safaris is quite the same: business groups having either a refreshment day or participating in conference. Bachelor party groups differ a little from them but anyway they can fit the same product. The goal is anyway to have fun together. There is a good variety of activities to choose from in team competition which

makes it possible to make it suitable for different groups. There are both calm and sporty activities in the selection.

Karusaari & Nylund (2009. 79) have made a check list for the productization process. It tells to find out what kind of skills the company has, the worldwide trends, other companies' products, what the customers want and what they are ready to pay, target group and operation environment.

In the planning process time needs also to be taken into consideration: time of the year and day has an effect on the implementation of the product and the duration of the product needs to be thought beforehand too. Also the environment where the program service will be implemented has to be thought. (Verhelä & Lackman. 2003. 78)

The environment has to be taken into account always when planning a new activity and possible places for a certain activity are mentioned in the product card. In the old competition the majority of the activities were suitable for both summer and winter but now there was a request to plan activities especially for both seasons. Of course the majority of the summer activities are usable also in winter but it is nice when there is something especially for winter also because it is the highest season for program services.

5.1.3 Testing

After the idea is turned into a product, it should be tested before launching it in the market. The best group for testing is external people who can take customers' position. Testing is for finding out if there is some functional shortage and that those can be fixed before putting the product in the market. (Verhelä & Lackman. 2003. 78)

In this case the testing was mainly about the new activities. Because the competition stayed the same from its structure and the old one was working also it could be assumed that the new one works too because the new activities are similar. Anyway, because some activities are totally new, they had to be tested how they work practically.

The testing situation was held in Suomussalmi and the group consisted of four people and I was participating too in addition to guiding so that means that the product was tested with a team of five which could be the situation if there were 20 people in the whole group. The group consisted of people aged 11-23 years which means that it was not equal with the main target group. They were not a ready group before participating in the competition.

In the testing situation there were five activities as there would be in the real competition. In this case there was no need for group division because the group worked as one team so that needed to be taken into account in the final duration. The activities were Balance Race, Blind Bowling, Giant Bowling, Frisbee and Mime and in addition to the building a bow Blind Task was taken as one activity to see the duration better. These were the activities that were possible to do with the equipment available.

The testing situation showed how it is really important to have one because it clarified the activities more and made it possible to make more exact descriptions for the activities and also a couple of things were changed. All of the new activities should be tested but it is good that at least these were tested.

A good length for Balance Race showed to be 30-35 meters and in egg in the spoon –part the spoon has to be set in mouth in the future and the candle could be a tall one to keep it as challenging as possible. This way it takes approximately 15 minutes for five people. In Blind Bowling it took 16 minutes to pour all 6 pins that were 15-30 meters from the middle point. To add more length the amount of pins could be increased to 10 pins.

In Giant Bowling there were eight pins that were approximately 0,5 meters high and were set 0,5 meters from each other. The throwing length was 15 meters that showed to be good because it was challenging. For 30 tries it took about 25 minutes but a couple of minutes were used in lifting the pins up because they were not staying up. It is important that the pins are steady enough that they will not fall down by themselves. 25 tries is perhaps a good amount for this competition.

In Frisbee Accuracy the throwing length was 15 meters, each part of the target was one meter long and there were five of those parts. The target was scored by 10-50 points. It took 10 minutes for 10 tries which is quite good because there was ten minutes left also for Mime. It

is important to tell the customers the right way to throw the Frisbee; only in horizontal plane, not vertically.

Blind Task and first part of Archery took almost 20 minutes but in the real competition they are not together. In building the bow it would be good to have bush scissors because they are quite safe. If a knife is the other alternative, then the sticks should be cut beforehand. The length of the string can be decided by the team because normal scissors are safe too.

All activities took 15-20 minutes per each and when counting the times together the total time was one hour and 32 minutes. When counting still in the time used in moving from one activity point to another and telling the rules for each activity (takes approximately five minutes) that increases the time to two hours. When still counting in the welcoming of the customers, group division and the finishing situation when the prizes are given, that increases the duration approximately with half an hour. By this calculation the final duration would be two and a half hours which is the promised time (2-3 hours) and there is still room for delays.

After the competition feedback forms were given for the test group. Test groups consisted only from four people but luckily there was some answers given from Himos too, where couple of new activities were added to the old competition. Two of the test group participants were quite young so they were not really in the target group, but of course there are some children groups as customers at times too. The feedback was really positive but because all of the test group participants were really familiar to me that might have had an effect to the evaluation.

The planning of the testing should have been done more carefully because it was held in a field with no light and there was soon lack of light which made it a bit difficult to e.g. have Giant Bowling. That was the main part where the participants gave negative feedback.

5.1.4 Product description

After planning, testing and making possible changes it is time for product description. It is important for the service provider to document the product precisely as a process that it is

possible to find all those problems that can be born when implementing the service. For personnel it is good to prepare a product card where all the details are findable. Documentation is important also for keeping the quality same. If using different companies' services, documentations help with confirming that there will be no overlapping. (Verhelä & Lackman. 2003. 79)

Product card can include information as follows: name and short description of the product, intent and benefits to the customer, market and customers, content and customer service, marketing communications, distribution, price, extra services and customer feedback. (Verhelä & Lackman. 2003.79)

The material that was produced for Himos-Safaris are a product card and shorter descriptions for customers that can be usable in marketing. At the moment they use only the names of the activities in the team competition info but in the future it is possible to use also a bit longer description. This description had to be kept short to keep the competition partly as a secret.

5.1.5 Pricing

When the actual product is ready, it is time to get a price for it. It is important to remember that the price that a customer pays need to be enough to cover all those costs that the making of product insists. Otherwise it is not profitable. The essential costs are personnel salaries, material, food and beverages included in the price, use of equipment (e.g. fuel), rent equipment and the material given for customers. In addition to this the price should include also the covering to make it profitable. Also marketing costs, rents, insurances etc. have an effect to the price. The producer should also turn his own effort into money. This kind of pricing is called product-based pricing. (Verhelä & Lackman. 2003. 83)

The other way is called market-based pricing where the price can vary according to situation and the "real price" is not used. The price can be lower to get new customers or getting in the market or group size and special needs can increase the price. (Verhelä & Lackman. 2003. 84)

At the moment Himos-Safaris has rated their team competition to cost 26 €/person if the group size is 6-20 and 22 €/person if the group size is 21-50. The price includes the salaries of the guides and preparing and putting the equipment back. The length of the competition is approximately two hours and the preparing and putting equipment back takes also about two hours. The amount of the guides varies from two (with small groups) to five or six with bigger groups.

Because the structure of the competition stayed the same and the investments needed for the new competition were minor, we could keep the pricing the same. The price has proven to be good because customers have been willing to pay it and there has been left enough profit for the company. Because Himos-Safaris equipment variety is good, it was decided to utilize it as well as possible that the unnecessary purchases would be avoided. What comes to the time and effort used for planning the new competition, they got it for free since this is a thesis.

5.1.6 Marketing and selling

When the product is ready it needs material for presenting and marketing it. In addition to traditional paper versions internet is nowadays a great channel for marketing. In internet marketing you don't have costs for printing and you can update the web pages daily if needed. (Verhelä & Lackman. 2003. 84)

Himos-Safaris sell their program services via their web pages and newsletters and their sells service has created their own photos and texts to be put in the e-mail offers. Internet is their only marketing channel. Himoslomat has also a profile on Facebook where they do also marketing. In marketing the sells service can use the product card and as a proposal there has been written the short descriptions of the activities that they can utilize if they want. Probably that new team competition will be marketed also in their newsletters and on Facebook.

6 TEAMWORK

Being part of team is one of human's basic needs say Rasila and Pitkonen (2009. 5). Every person wants to belong into a community group and cannot live a balanced life out of community. As a good community is a necessity for a good life, good working community is a necessity for good work life.

Chambers Clark (2003. 1) emphasizes the meaning of group work in every step of our life since we belong to some group right from our birth: family, social groups, religious groups and work groups are something that is impossible to avoid in modern society. She mentions that quality of people's life is often depending on their performance in groups.

Good group is a safe group, meaning that the members can act freely and creatively. It is easy to tell about ideas, feelings and thoughts without being afraid to get insulted. Everyone trusts that everyone is working for the best of the team. The most usual barriers what comes to the trust among the group are rush, organizational changes and competition. (Rasila & Pitkonen. 2009. 26)

Building trust among the group is important and especially if it is a work group. Because one of the biggest customer groups of team competition are business groups, it is important to pay attention to building trust factor. Having fun and just doing things together is one of the best ways to build trust and that brings also meaning for the competition.

Team members who can trust each other can act in an open-mind way. That means that the group member can openly express his point-of-views, is straightforward, is willing to bring up issues and offer solutions, is willing to discuss and giving feedback and opinions. In a team that has not reached the mutual trust, the actions of team members can easily turn the opposite. Openness is one of the key elements in team success. (LaFasto, F. & Larson, C. 2001. 9)

Cooperation exercises are tasks that are accomplished together with the group. The most ideal situation would be that all members of the group would take part in accomplishment. Doing alone will produce satisfaction but when doing together it will cause multiple satisfac-

tion. Together shared feelings of success, being accepted and joy will recur as well as one person but also with everyone. I turns to us. (Aalto. 2000. 280)

There is a clear difference between adventure and activity exercises in the group. Activity exercises are always physically safe and very rarely causing fear. With these exercises we develop and support the psychical resources of the group members and the basic idea is that everyone can participate. Even though fear is regarded as one feature of adventure and you don't face that usually in activity exercises, they are often explorations into understanding group's behaviour. Some long exercises may include elements of adventure. (Kataja & Jaakkola & Liukkonen. 2011. 31)

6.1 Group leader

Group and its actions are one of the most challenging and the most interesting phenomena in an instructor's work. Group leader who knows how the group works can guide the group toward its goals. (Kataja & Jaakkola & Liukkonen. 2011. 15)

In this case the group's goal is to perform as well as possible in a team and try to win. Even though this is not very serious, the basic information about group behaviour is good to know when working as a guide. The whole competition's deeper meaning is to develop the group.

There are situations when the goal is not clear for every group member or when all the members are not committed to achieve the goal. (Kataja & Jaakkola & Liukkonen. 2011. 15) The group leader has an important role in this kind of a situation and needs to be able to motivate all the members to participate. He should try to get as many of the members to participate as possible so that everyone would take part in the experience and that way the group would get tighter.

Sometimes there are people who are not willing to participate in the activity. Kataja, Jaakkola and Liukkonen (2011. 36) recommend the guide to motivate the customer by asking questions like "With what requirements you could participate?", "Is the activity too wild?" or "Who could help you?" If the customer is still unwilling to participate the guide should tell

him how he should act when choosing not to participate; he must not get involved in the action and act as a bystander if the group accepts that. There should be not too much time used in trying to get the customer to participate. The group's benefit should be set as primary.

It is essential that the group leader will recognise his experience and level of professionalism and plan the group activities according to it. It is also important to keep the faith in the group's participation and the working of activities. Trusting the group means that the guide does not try too much to make the group work together, but trusts that it works. (Aalto. 2000. 137-138.)

In literature small and big groups are divided so that a small group is a group of maximum 10 members. In small groups everyone can be in interaction with each other which is not possible in bigger groups anymore. A small group is characterised by compactness, commitment created by motivation, satisfaction and consensus about the group's policies. In a big group there are more conflicts caused by lack of consensus, competition and alliances and the commitment and motivation are lower than in small groups. Even though a big group sounds ineffective, it can be changed more efficient by dividing the group into smaller teams. (Kataja & Jaakkola & Liukkonen. 2011. 15)

Team competition works also so that majority of the activities are to be done in smaller teams and couple can be done with the whole group. The size of the group can vary from 6-50 people and often the group is big so that helps to get everyone to participate. In addition to them there was a request to plan that kind of activities that the whole group could accomplish at the same time.

Cruz (1999. 69) states different characteristics that are important for a tour guide which fit also to program service guide. To mention some: enthusiasm, outgoing and approachable nature, self-confidence, proactive nature, sensitivity and flexibility, authenticity, sense of humour, communication and organization skills and also decisiveness. Even though the list may seem long and demanding, these are characteristics that will be developed during gaining more experience. These can be more of ideal characteristics towards which to pursue.

6.2 Benefits of working in a group

When thinking about work groups Parcon (2007. 13) mentions some benefits that are a result from teambuilding: identifying team's strengths and areas for improvement, recognizing team members' roles and behaviour and how to utilize that, learning how to make the team great and learning about relationships and interaction in the work environment.

Teambuilding means all the actions that targets to improve the team in some way, but in this case it is about refreshment-day-type teambuilding. When having fun together and surviving on the tasks given it is impossible that the people would not get to know each other more and create team spirit. Refreshment days are a good way for employers to invest in teambuilding.

The effectiveness of working in groups has been noticed strongly among businesses around the world. Millions of euros have been used yearly for training employees to work together and to get along because that produces greater profits and more satisfied employees. (Mackall. 1998. 1.)

In a working group the members can affect positively the group's performance with their own strengths and by utilizing others' knowledge. (Kataja & Jaakkola & Liukkonen. 2011. 22)

Our life has changed so that doing alone has decreased and we need each other to be able to do our work. When the cooperation between group members works, the group is more than the individuals' load would be together. (Rasila & Pitkonen. 2009. 5)

In the book called Successful Teambuilding (Quick. 1992. 13) there are mentioned six benefits of teamwork. The first is collaboration and it is a result of people's want that the group will shine and be successful: people want to work well together. Second is communication because the team realizes how important it is to pass the information needed in resolving their shared task.

Also resources, talents and strengths are used more efficiently because they are used willingly and shared with the other members. Fourth benefit mentioned is decisions and solutions

made simultaneously which causes more options than one person could invent. Commitment is the fifth benefit – people responsible for decisions feel committed to them and wish not to let the team down. Last benefit is quality which is born from team's desire to make the team look as good as possible. (Quick, T. 1992. 13)

All this shows that teamwork creates benefits that individuals doing separately would not create, and that makes it important for especially working communities to invest in operational teamwork. Adding the trust among the group is one important way to create a group that can do efficient teamwork and by that achieve all the benefits that result from good teamwork.

7 TEAM COMPETITION

The aim of this thesis was to develop an already existing product, team competition for Himos-Safaris, into something more alluring to the customers. The main reason was that it had been the same for too long. Hopefully the new competition will help in selling the product and bring new lift for it. The main developmental points were the activities and duration. In the new competition there are longer activities to solve the duration problem.

There was a wish to plan also separately summer and winter activities. In the product card there are introduced new ways to divide the group to replace the counting numbers –way. That is for setting the competitors into playful mood already in the beginning. The main idea for this competition is to have fun together and increase team spirit.

One of the basic ideas was that Himos-Safaris' already existing equipment would be utilized as well as possible. Of course there needed to be some investments done but they are so minor that it is only about some euros. The customer can choose his own activities from the list so the product seems tailor-made for them. Because there are so many activities to be chosen, there can be many competitions created from the supply. The customer chooses five activities like in the old competition. The content is totally new besides a couple of activities that had to be left from the old competition. There are 21 activities in total to be chosen in the new competition.

The competition was build up by keeping the activities really simple because they work in this kind of product. Too complicated activities do not work well with a big group. Often the simplest thing is the funniest. The aim was to get some basic activities and in addition to them couple of more special activities that could create wow-feelings and by them experiences.

For example taking Himos-Safaris' zorbing ball as one part of the competition was an experience creator. My own experience of zorbing ball was great so hopefully it will be a wow-factor and help in producing experiences for customers. That is something really different from everyday life.

Of course it has to be kept in mind that experiences are a really personal thing which means that for some people zorbing ball is nothing, but when thinking of the target group it can work as an experience factor. For people getting out from office it can be a great experience.

7.1 Group division

In the product card the first activities are tasks that help to divide the group into smaller teams. There are five of them where the guide can pick up a suitable one. This helps the teams to set their state of mind into a playful mood and the customers can participate already in this part. It is their first challenge to find their group and that can make the group already tighter. There is also written what kind of preparations the task needs.

The first way is called Categorizing (Appendix 1/6) where each group member gets a card with a word from different categories, e.g. fruits, cars, animals, berries or trees. The group members have to find other elements from the same category and they form a group. This makes them to communicate with each other and think what elements belong in the same category. This makes the atmosphere more relaxed and also possible links in the group can be shattered by this way.

Another similar kind of way is a task called Bringing Pieces Together (Appendix 1/6) where the group members are given pieces from post cards or other pictures and they have to find the other pieces from their picture to make it whole again.

The third task is called Animal voices (Appendix 1/6) and there the group members get pieces of paper with different animals. The guide bans talking before giving the papers and after everyone has got the paper, they have to start giving noises that belong to their animal and find people who are uttering similarly. This game is a sure ice breaker because making funny noises makes everyone look ridiculous. Choosing animals with funny voices helps even more with this. For example donkey and whale are animals that give challenge and make it funnier.

The fourth is Atom balls (Appendix 1/7) where the group walks around with no order and guide tells a number and they have to form a group where there are as many people as the

guide said. After a while the guide yells the right number and teams are formed. When the meaning of the game is not explained beforehand they cannot prepare in advance.

The last one is a task that needs a bit of playful mood and it is called Mime animals (Appendix 1/7). As well as in the others, the group members get animals and talking is banned, but at this time they have to move like the animal in the card.

7.2 Summer Activities

When combining the old summer activities and the new ones, the total amount of them is 15. The purpose was to create activities that measure different things: some concentrate on competing in speed, some on focus and accuracy, some especially on working in a team and some on creativity. As said earlier, a big amount of them are simple but there are some more special ones which hopefully create experiences.

The first activity is Sumolympics (Appendix 1/8) which is a speedy competition accomplished as a relay. The challenge comes from wearing a sumo suit which Himos-Safaris has two pieces and also their own ones for children. Running in it is not easy and the competitor has to go under a string and zigzag with a ball so sweating is guaranteed. The total time of the team matters and of course the cheering from the team pushes the competitors to try their best. This activity is funny and wearing a sumo suit can work as an experience creator for some people.

Balance race (Appendix 1/9) is also a funny game where speed is important but focus even more. Here the competitors are implementing the task in turns too but this time they have to survive in different points where focus is needed. In this race the competitors have to take a round in a post and keep a candle lit, egg on the spoon and spoon in mouth, balloon in the air or book on the head all the time. If failed, the competitor needs to take a new start from the starting point. Focus and technique are in a big role so the competitors will get some advice from the team members. This, as well as Sumolympics definitely work as ice breakers.

In Archery (Appendix 1/10) the old activity is modified to make it longer. In the old activity the teams had an accuracy competition, but in this new one they have to build their own bow from stick and string in addition. The bow is tested by the team and the longest try is measured. After this they get to try the real bow and their common result is counted. This competition makes the team work as a team when building the bow and also focus is needed in the accuracy part.

Blind Bowling (Appendix 1/12) is an activity in which you cannot survive without others' help. The team is set into a place where they cannot exit, except the one who has a blindfold at that time. The idea is that everyone wears the blindfold in turns and the blind one goes to turn over a numbered log. The other team guides the blind with their voices and the logs are to be turned over in numbered order. This builds trust among group members when they all are blindfolded in turns and the other members guide. The common input matters and the guide takes time during the implementation.

In Giant Bowling (Appendix 1/13) the gym ball works as a bowling ball and numbered logs as pins. It is like real bowling but in big size. The team collects points by turning the logs over. In this activity focus is needed and also the common input of the team. The team gets ten tries and they can figure out themselves if they roll the ball separately or by the whole team at the same time.

In Frisbee Accuracy and Mime (Appendix 1/14) there are two activities because they are both quite short ones. In Frisbee Accuracy the team collects points by throwing a Frisbee into a target drawn on the ground. It works in the same way than darts: ten points from the middle and every circle further from the middle will give one point less. Mime (Appendix 1) is a calm activity where the team members get words or proverbs to be explained by miming: no use of voice. This activity measures the team member's creativity and ability to indulge.

Throw race (Appendix 1/15) consists of three different throwing games. The first one is normal quoits game where the team collects points with throwing hoops into target. The second is a huge version of the same game where they throw hula-hoops into sticks that are

set in the ground. The third one is a chain throwing game that Himos-Safaris already has. In each game all the team members get five tries and the guide counts the points.

Zorbing (Appendix 1/16) is another activity that can bring experiences. There the team members are leashed into zorbing ball in turns and the rest of the group rolls the ball on a marked trail. It is something unique that people do not experience everyday so it has good requirements to create experiences. Also the team's effort can be seen there because they have to roll the ball together.

Bowling (Appendix 1/17) is one of the old activities left in the competition. That is something where the team needs to work together to achieve the goal so it was good to leave. It is also one of the most innovative activities from the old list. The team moves a log with ropes and they have to turn some numbered blocks over in the right order.

All-terrain Vehicle Reverse (Appendix 1/18) was also left because it is that kind of an activity that can produce experiences because all-terrain vehicles are not everyday life for everyone. There the competitors have to reverse through a marked trail and the guide takes time.

Blind Task (Appendix 1/19) was also left from the old competition as a request from the company. There is one captain chosen who advises the others who have blindfolds on. They have to go to put a clothespin in a string without touching it. This builds trust between group members because they cannot see and they have to trust to the advice of the captain.

Basket Alphabet and Relay (Appendix 1/20) were also left from the old competition. There the team needs to find the right order first on the baskets without touching the ground and after that move some way with the baskets still not touching the ground. That makes it hard that there are two less baskets than team members. They have to hold onto each other and really put a team effort to survive in the goal.

Sheet Volleyball (Appendix 1/21) is one of those games that are good as the ending game of the competition because it brings the whole group together again. This is a game where you cannot survive without each other because it is played with a sheet where you need a player in each corner and they have to move the sheet together.

Elephant Football (Appendix 1/22) is also good for the end because the whole group can participate. It is football played with a big gym ball. It is fun, creates team spirit and makes the group move. If some customer group chooses Deep Snow Football but there is not enough snow for it, this game can be offered as an alternative. Otherwise the final result is normal football.

Kyykkä (Appendix 1/23) is the last one from summer activities and it is also good for the end. It was decided to take that as part of the team competition because Himos-Safaris already have the game and it is a good game to be played as a team. The purpose was to get more than just one alternative as games that can be played with the whole group and this is not the most regular team game. This is a good alternative for foreigners because it is a traditional game: even though the roots are in Karelia, it is still regarded often as a Finnish game.

7.3 Winter Activities

Because there are so many of summer activities and those can be used in winter also, the amount of winter activities is smaller. It was still important to get couple especially winter activities and that was also a wish from Himos-Safaris.

In Winter race (Appendix 1/24) there are two different relays where winter equipment are utilized. The parts are done in pairs from which the other one is pulling the sled or kick-sled/stiga and the other one has to drill a hole in the ice or run wearing snowshoes. There were quite similar kind of relays last winter too in Himos and those competitions were really speedy and funny. It is a good activity to create team spirit.

Curling (Appendix 1/25) is a calmer activity where the competitors have to focus. It is really simple and fun, especially if the second part with pushing the curling stone between legs is done. If someone has not had curling before it can be hard to estimate how much power to use.

Sled Bowling (Appendix 1/26) is a game where focus and speed matters. The idea is to turn over numbered goals made of foam rubber in right order and if a wrong number is turned over it has to be lifted up and try again. After this the competitor runs up to bring the sled

for the next one. This would be a game which should be tested also beforehand because it is totally a new activity, but unfortunately it is not possible to test it this time of year.

Plank skiing (Appendix 1/27) was wanted as one activity because they have the plank skis already and it challenges the team in speed, teamwork and there needs to be some brain work also done. The group needs to work as a team and the captain of the team has to give good advice.

Deep Snow Football (Appendix 1/28) is also one of those games that can be played with the whole group. It is football played in deep snow which makes it more challenging. The team gets to move and teamwork skills are also needed. It makes it also really fun if there is a lot of snow because it can feel almost impossible to move there.

Stiga Competition and Snow Statue Competition (Appendix 1/29) is a combination of two activities to create more length. In stiga competition there is one part of Halti's hill competition which is one of Himos-Safaris products and in addition to that a snow statue competition. They both are really winter activities and measure the team performance in speed, teamwork and creativity. After the sporty hill competition they have to calm down and create a snow statue.

7.4 Guiding

Leading and guiding of programme service is an essential part of the service totality. The customer's experience is born from his own praxis but the company offering the service needs to create the requirements to deliver an experience. The guide is therefore in significant role because he gives the face to the experience and work as representative of the company for the customers. (Verhelä & Lackman. 2003. 197)

The guide should act in an enthusiastic, supporting, happy and active way. The motivation starts already in welcoming the customers; acting of the guides is in key role. In team competition there is one main guide named by Himos-Safaris and in addition one to six other guides depending on the group size. Possible own personal worries have to be able to forget during guiding.

The customers participating in a program service form a group and the mission of the guide is to get this group to work together and experience the planned activities. The more participation in the program service, the more important the group working together is. If the case is a team training of some business' personnel it is not enough that the group of people is together but you have to get them to work as a group with a shared goal. (Verhelä & Lackman. 2003. 202)

The guide needs to know the content of the programme service well and plan his work and actions with the customer so that safety, environment and legislation are taken into account. The programme service should be implemented as they way planned and agreed beforehand with the customer. The guide should create an internal interaction between the customer group with his essence, helpfulness and actions so that everyone would feel the situation to be his own and would get a chance to participate according to his own goals to the programme service. During the execution the guide needs to observe the customers' feelings and when needed, collect feedback. (Verhelä & Lackman. 2003. 198)

The product card tells detailed descriptions to the guides what to do. Every guide should get familiar with the card before guiding the activity. The actual implementation of the program starts with taking the order into examination with the all the guides: it tells the customer, size of the group, activities, schedule, starting point and special wishes. After that starts the planning of where the activities are held, what is the right order of them and who is taking responsibility of what. When building the competition all the equipment and activity points have to be checked that there will be no danger situations because of them. When preparing the competition also score cards, prizes and first-aid pack has to be taken care of because they are an essential part for the competition to succeed.

During the competition the guide's task is to work as a judge and instructor for the activity, write down the scores, motivate the customers and guide them to the next place in the right time. The guide can lift the competition spirit by hinting of the other team's performance and increase the playful mood with promising to give style points.

When guiding a program service the guide needs to pay attention to the personal safety of customers. He should ask in the beginning of the program about health issues if there is

something that can cause a risk to a customer if the activity is being physical. If something appears, the guide has to think with the customer is he able to take part and highlight that everyone can participate according their condition. (Kataja, Jaakkola & Liukkonen. 2011. 41)

7.5 Product card

The actual product card is such that even a new guide should be able to guide the competition according to those guidelines. The card gives detailed descriptions of the activity, preparing it, equipment needed and suitable place to have the activity. The card tells also what should be done before the competition, during the competition and after it. It handles also the role of the guide: how he should act and what the points are he should focus on. The card is planned especially for the guides. The product will be also easy to change because the product card introduces all the activities separately so something can be easily left out or added.

The product descriptions that are made for customers (Appendix 2) are short descriptions about the activities. The activities are explained briefly because detailed descriptions would kill the excitement. On the other hand customers do not even need detailed descriptions which include information about the place, equipment etc. The descriptions will be only one or two sentences and those can be used in web pages or newsletters.

When seeking experience people don't want to know what the actual experience will be. The doing continues in the power of excitement when people don't know what it is going to be. After the experience is over, also the want to do is over. (Borg, Kivi & Partti. 2002. 27)

The tourist who uses programme or guide services during his holiday is seeking for new experiences. This goal can come from his own needs or be set by the payer of the trip who wants to offer an experience to help his own business goals. (Verhelä & Lackman. 2003. 34)

Team competition is a product that tries to create good experiences for the customer. The aim is to get people relaxed and to make them have fun with each other and also build trust among the group members and create team spirit. Team competition can be recommended

for any group wanting to have this. Because the customer can choose the activities, the competition can be modified for different groups.

8 EVALUATION

The aim for this thesis was to develop an already existing Team competition into more functional an updated product, and by that bring new lift for it. For the company the concrete material produced was a product card and product descriptions for customers. The final result of the planning was a longer, more coherent and customer-orientated product. Customer's participation had an important role when planning and the competition was created by taking teambuilding into account as well as possible. There are 21 activities in the new competition which is a good range to choose from. The duration showed to be ideal in the testing situation.

Himos-Safaris has the biggest role as feedback giver because the thesis was made for them and the urge was to make the product such that it could be really used in their program service supply. According to their feedback, the outcome was successful. It corresponded the expectations, diversified the supply and the work was clear and well planned.

Another important evaluator is the test group and also real customers that were having new activities as part of the old competition. The test group consisted of four people and two of them were underage. There were three of team competitions held in Himos and feedback was collected from six people in total.

The feedback form had eight questions that handled customer's willingness to buy this kind of a product and what the activities felt like. Because there were not so many feedback forms collected, the customers could answer with their own words. All of the test group participants were people that I know well which might have affected the evaluation.

The feedback was outright good from both groups and the only negative things handled the test situation: how it was too dark outside and how there were too small amount of people participating because they could form only one team. There was also a wish to leave the balloon part out of the Balance Race but it brought such a great challenge to it that it was left there.

The importance of the testing showed concretely because it was possible to make the instructions clearer after that and make the aim more possible that even a new guide would be able to guide the competition according to the description. There were also some changes for the activities that could not be seen on the paper. Himos-Safaris will continue the testing by taking new activities as part of the old competition. Possible changes are easily done in the product card. Winter activities will be tested later when there is enough snow for them.

9 CONSIDERATION

The schedule for this thesis was quite tight because the actual work started in the beginning of September and there were less than three months to make it. Anyway, the idea started to get clarified in the end of spring. The company wanted to develop their team competition and for me it was important to get a developmental task and this felt really suitable. There was a big benefit of the company being so familiar because that way it was possible to create a product that satisfies all parties. Also a clear target group helped with the planning.

Product Development and Teamwork were the first topics chosen for the thesis because they link to it naturally. Experience Tourism was chosen later on and proved to be a good choice by bringing more content and meaning for this thesis.

The topic of this thesis has been really interesting all the time because there was a clear aim to make the competition better. At times it was hard to perceive the totality and make all the theory and the product to link properly together. Browsing through source material can lead out of the subject and it had to be kept in mind all the time what is important for this thesis. There is so much information available that it was hard to choose proper information at times. Even though the theoretical part could be deeper, it supports the product well in my opinion.

The test situation showed the duration to be well planned because one of the goals was to make the competition longer. It was hard to figure out how much time each activity would take. There are couple of activities that can be stretched longer if it seems that the competition stays too short. Also group division tasks in the beginning increase the length of the competition.

What comes to the schedule plans, it seemed that there would be no danger of time shortage but that proved wrong. The schedule did not take into account the possible obstacles that might come on the way: like in this case the testing situation was planned too late. There were holidays and sick leaves that led into delay of the testing situation and made it so that it needed to be planned in a totally new way. More careful planning should have been done for all the steps that the thesis required.

If there are similar kinds of projects in the future, the planning has to be done more carefully beforehand. That will help in many ways. This thesis has developed especially my information seeking skills, problem-solving skills and use of time. Also being able to do individual work has improved and the knowledge of the theoretical background topics has increased. The main part that will be done differently in the future projects will be a careful planning in advance.

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PRODUCT CARD

TEAM COMPETITION

Himos-Safaris

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1. PRODUCT CARD FOR HIMOS-SAFARIS

1.1. Product

Team competition consisting of five activities.

1.2. Description

The group is divided into smaller teams which are competing against each other in five different activities that they have chosen. If the teams are not similar sized, one of the team members has to accomplish the task two times. The tasks measure team's concentration skills, speed, problem solving skills and what is most important: ability to work in a team. The aim is to have fun together and increase team spirit. The winners will be rewarded at the end.

Each guide takes his/her own activity point and the groups come in turns to accomplish the task. The groups are divided according to how many guides there are that there would be no waiting for the groups. Some of the activities are meant to be accomplished with the whole group so they can be left in the end.

The activities are divided in winter and summer but summer activities can be used in winter too. All the activity descriptions include knowledge about equipment, place and the guidelines.

2. GROUP DIVISIONS

Here are some possibilities to divide the group into smaller teams in the beginning of the competition. This helps the group to set in playful mood already in the beginning and is also a way to motivate them.

2.1. Categorizing

Equipment:

- Pieces of paper with elements from different categories: e.g. banana, apple and grape are fruits (as many of categories as groups and as many elements as people)

Instructions:

The guide gives each group member a piece of paper where is one element from some category: e.g. fruits, animals, cars, berries, trees... The group members have to find the other members from their own category.

2.2. Bringing pieces together

Equipment:

- Post cards divided into parts (as many cards as groups and as many pieces as people)

Instructions:

Each group member gets a piece of card and he has to find the other parts to make the card complete again.

2.3. Animal voices

Equipment:

- Pieces of paper with animals (as many animals as teams)

Instructions:

In this game the guide gives paper pieces where there are animal names (papers have to be mixed). Talking is banned before giving the papers. After everyone has got an animal they have to start keeping noise that their animal has. Similar noises form a group.

2.4. Atom balls

Instructions:

The group is told to walk with no order and the guide yells different numbers when they have to form groups with as many participants as yelled. The group is not explained why they are doing this and after a while the guide yells the right number and the teams are ready.

2.5. Mime animals

Equipment:

- Pieces of paper with animals that are easily played

Instructions:

Each team member gets a piece of paper with some animal. Talking is banned before giving the papers. After everyone has an animal (e.g. kangaroo, bunny, bird, dog...) they have to start moving like that animal with no voice and find their team mates.

3. SUMMER ACTIVITIES

3.1. Sumolympics

Equipment:

- Sumo suits (Areena)
- String
- Posts
- Ball
- Clock

Place:

Beach or adventure trail environment.

Instructions:

The group forms a queue and the first and second person wear a sumo suit. The first person starts to run from the guide's command to a string that he should go under. *(NOTE: running part long enough and string so low that it is hard to go under in a sumo suit.)*

After the string he takes the ball and runs zigzagging among the posts and also zigzagging back to the string. From the string he runs back to starting point and touches the next sumo who starts running. The first gives the suit for the next one at this point. The guide takes time during the whole competition.

Running length 40-50 meters, zigzagging app. 30 meters.

3.2. Balance race

Equipment:

- Eggs
- Spoons
- Books
- Balloons
- Candles
- Matches
- Posts
- Clock

Place:

Beach or adventure trail environment.

Instructions:

In this race balance and concentration is all you need. The first person lights a candle and takes it to the post (30-40 meters) and comes back. If the candle dies he needs to start from the starting point again.

The next competitor waits in the starting point an egg in the spoon and the spoon in mouth and takes the same round. If the egg drops, the competitor needs a new one from the starting point.

The next competitor gets a balloon which has to be kept in the air the whole way to the post and back. If the balloon touches the ground he needs to start from the beginning.

In the last part competitor puts a book on the head where it has to be kept during the whole round without touching with hands. If the book drops the competitor has to stop and set the book again on the head before being able to continue.

The race continues similarly: candle -> egg -> balloon -> book as long as there are competitors.

3.3. Archery

Equipment:

- string
- sticks
- scissors (& bush scissors)
- arrows (from service hall's upper floor, closet next to door)
- bow (from service hall's upper floor, closet next to door)
- target (from Peikkoväylä's storage)

Place:

Adventure trail environment.

Instructions:

In the first part the team gets string and stick from which they have to build a bow. After this each member gets one try to shoot and the longest try counts. If there are bush scissors available the team can cut their own stick, but if not the sticks have to be ready. The team can cut their own string with scissors.

In the second part the team members get each three arrows and a bow and try to hit the target.

The target should be set approximately 10 meters from the shooting place and the competitor needs to wait for the guide's permission before shooting. The rest of the group stays behind the shooter.

The arrow is set into bow by putting the hole in the end of arrow to the string between two metal parts. After this the arrow is set to the arc in the holder. The arrow is set in a correct way if it stays still without touching it.

When shooting the shooter goes in a position where the left foot is in front. The string is drawn with two fingers under the arrow and when shooting the shooter shouldn't touch the arrow. The string should be pulled towards right shoulder, not chest. The tighter the string, the faster the arrow goes. After the whole group has shot, the guide collects the arrows and counts the whole group's points.

3.4. Blind bowling

Equipment:

- Blindfolds
- Numbered logs
- Clock

Place:

Adventure trail environment.

Instructions:

In this race human is a ball and numbered logs are pins. Pins have been set in the environment with mixed order around the area (15-30 meters from middle point). Good amount of pins is 10.

The group stands in the middle point from where no one else is allowed to leave than the blind. The group members work as a blind in turns and the rest of the group guides the blind to the pin (with the voices) which he has to turn over. The pins are to be turned over in numbered order. If the team can't see the numbers, one can go to see but he has to stay silent before coming back to middle point. The guide takes time and it is cut out when the final blind has come back to starting point.

3.5. Giant bowling

Equipment:

- Gym ball
- Numbered logs

Place:

Peikkoväylä or beach.

Instructions:

The logs are set from good distance from the players (15-20 meters) and far enough from each other (at least 0,5 meters). Gym ball works as a bowling ball and the team gets 25 tries. If the team gets all the pins down in the first time guide lifts them up and the team keep on collecting points. All the pins have to be down before they are lifted up again. The guide collects points.

(Tested with a small gym ball)

3.6. Frisbee Accuracy and Mime

This is a combination of two activities: frisbee accuracy and mime. The Frisbee competition is done first.

Frisbee Accuracy:

Equipment:

- Frisbee

Place:

In winter ice and in summer e.g. the snow mobile field.

Instructions:

The guide draws a target, similar as dartboard where each part is app. one meter and there are five parts (50 points from the middle and ten from the last part). Team throws the frisbee from good distance (15 meters) and collects points by taking a sight as in middle as possible. Each team gets 10-15 tries.

Mime:

Equipment:

- Suitable proverbs or words to be explained
- Clock

Place:

Anywhere.

Instructions:

Each member goes to guide in turns and guide gives them a word or a proverb which he should explain – without noise! Only moving and playing are accepted. Guide takes time and also style points are possible.

3.7. Throw race

Equipment:

- Hulahoops
- Sticks
- Quoits game
- Chains
- Posts

Place:

Peikkoväylä, adventure trail environment or beach.

Instructions:

In the first part the team collects points in quoits game. Each member gets five tries and guide collects points.

In the second part the team throws hulahoops in large targets, e.g. sticks put in the ground and scored similarly than the small quoits game. (Pay attention to distance!) Five tries per each member.

In the third part the team collects points by throwing a chain. The chain throwing board is set against the fence of Peikkoväylä and the throwing place is marked app. three meters from the board. The aim is to throw the chain from the holes in the board which there is in three sizes. From smallest you get 20 points, middle-sized 10 and large ones 5 points. Each member throws five chains and the other competitors must wait behind the thrower.

3.8. Zorbing

Equipment:

- Zorb ball
- Posts
- Clock

Place:

In summer eg. the snow mobile field or Easy cottages parking place. In winter on ice.

(NOTE: Important that the ground is flat!)

Instructions:

Two team members are attached in zorb ball and the rest of the team rolls the ball a certain route which is built with posts. When the ball is back in starting point the next team members are attached in and this continues as long as there are members. If needed someone will take this two times. Guide takes time.

3.9. Bowling

Equipment:

- Climbing ropes
- Log
- MÖlkky-blocks
- Links for ropes (4 pcs)
- Closure rings (8 pcs)
- Clock

Place:

Adventure trail environment.

Instructions:

Bowling point is set under adventure trail between the four poles. Link for ropes is attached in each pole in three meters. In the end of links are attached closure rings. Climbing rope is pulled through every closure ring and climbing eight knot is done in the end of the rope. All the ropes are attached to the log. The mölkky-blocks are set on the logs in the ground. There has to be blocks as much there are players on the team.

There are four competitors playing at the same time. The idea is to pour the blocks by pulling the ropes. If there are more than four players in the team, some of the players are waiting. One rope is chosen as change point and when one block turns, each member moves one point forward and new player steps in from the change point. The competition ends when all the blocks are turned in numbered order. Guide takes time.

3.10. All-terrain vehicle reverse

Equipment:

- All-terrain vehicle
- Helmets
- Posts
- Clock

Place:

Grit field below hotel.

Instructions:

One trail is created to the field with the posts and starting point is marked with two posts. The posts are set in the trail so that you can fit to reverse between them with all-terrain vehicle. Recommended amount is three-four posts.

The all-terrain vehicle is turned on keeping gear in N-position (free) and turning the key into middle position so that lights are on. The leg break is pushed by right leg at the same time and the green start button is pushed in the left handle. The reverse gear is put on by pressing the leg break and moving the gear stick into position R. All the drivers have to wear helmet. Other team members have to wait behind the starting line and keep a safe distance to the trail.

The trail is accomplished in turns and if there will be hits on the posts or they are not rounded in a correct way the guide will give a punishment of 10 seconds/mistake. Guide takes time.

3.11. Blind task

Equipment:

- Blindfolds
- String
- Clothespin
- Clock

Place:

Anywhere where there are two trees where you can attach a string.

Instructions:

The rope is attached in 1,5 meters. The starting point is marker in five meters from the string. In blind task each member gets a clothespin and a blindfold and wears it. Every team chooses a captain that doesn't wear blindfold. From the guide's command the first member can go to put the clothespin in the string and the clothespin is the only thing he can touch. There will be a punishment if he touches the string with hand.

The captain can advise the blind but he has to stay behind the line as other team members. The competition continues as long as every team member has taken his clothespin to the string. Guide takes time.

3.12. Basket alphabet and relay

Equipment:

- Baskets
- Posts
- Clock

Place:

Peikkoväylä

Instructions:

In basket alphabet the baskets are set in a queue so that there are two less baskets as there are members in the team. The baskets are set behind the starting line and the competitors step on the basket in mixed order. The guide tells the team to take a stand eg. according to their first names or age. If someone touches the ground there will be 10 second's time punishment/mistake.

When the competitors have formed the right order, guide will make sure it is correct and after that starts the basket relay. In basket relay the idea is to move using the baskets to the finish line. As in basket alphabet, no one is allowed to step on the ground and each mistake costs 10 seconds. The fastest team wins.

3.13. Sheet Volleyball

Equipment:

- Two sheets
- Volleyball
- Volleyball net

Place:

Some place you can find two trees to attach the net, adventure trail environment.

Instructions:

The group is divided in two and four players per team set in the corners of the sheet at the same time (The change can be e.g. every minute). The game goes with volleyball rules but you move the ball with a sheet. If the ball drops on the ground in the other team's side, the team gets a point. There is no need for strict borders but it is good to define at least the backline. If the ball goes over that, the team which fault it was not gets a point. This game is good as the final game that brings the whole group together again.

3.14. Elephant football

Equipment:

- Gym ball
- Posts

Place:

Easy cottages' parking lot, the snow mobile field in summer time or the field below hotel. The most important thing is that there is enough space and the ground is flat.

Intructions:

With football rules played giant football. The borders are marked with the posts and also the goals. If the ball goes out from the field, the other team kicks it from the border (the one which didn't kick it out of field). If someone touches the ball with hands, the other team can kick throw the ball from the corner. After goal the start is from the middle. The guide works as a judge and the length of one game is 10 minutes.

If in winter time and the team wants Deep Snow Football but there is not enough snow, this is a good alternative for it.

3.15. Kyykkä

Equipment:

- Kyykkä game

Place:

Grit field, Easy cottages' parking lot or the field below hotel.

Instructions:

This game is good also as ending game where the whole group can be in the same time. The group is divided in two and their aim is to throw a mallet and get with it the bricks out of the field.

The field consists of four parts: game squares in the middle and throwing squares in the sides. The team throws the mallet in turns to the game square which is nearer to the other team. The starting throw is from 10 meters and after that 8 meters. The team that gets the bricks first out of the square will be the winner.

4. WINTER ACTIVITIES

4.1. Winter race

Equipment:

- Ice drill
- Sled
- Posts
- Stiga/kicksled
- Snowshoes

Place:

Ice.

Instructions:

The race consists of two relays. The first competitor pulls a sled where the other team member sits with an ice drill. When they get to the post, the driller needs to drill a hole in the ice. When the drill goes through the ice, he jumps back to the sled and they hurry back to starting point where the next pair is waiting with a kicksled/stiga and pair of snowshoes. The other one pushes the other into post which is set longer than the first one. In the post the other competitor puts snowshoes on and runs back to starting point as fast as possible. Guide takes time and guides that all the parts are accomplished correctly (drill through the ice and snowshoes correctly on). If there are more members than four, the race continues from the first part.

4.2. Curling

Equipment:

- Curling stones and the target

Place:

Ice.

Instructions:

Each team member gets a curling stone and five tries. Each member pushes the stone towards the goal in turns and the nearest three hits are measured.

If wanted more length, there can be other part where the stone is pushed between legs and all get five tries too.

4.3. Sled Bowling

Equipment:

- Sleds
- Numbered targets (foam)
- Clock

Place:

Halti's hill competition hill.

Instructions:

In sled bowling the targets are set in the bottom of the hill in a mixed order and the team members have to hit them in order with a sled. If a wrong number falls, it has to be lifted up and the team has to accomplish that number again. Guide takes time.

4.4. Plank skiing

Equipment:

- Plank skis (2x10 people+ 1x5 people)
- Clock

Place:

For example asphalt field below hotel.

Instructions:

Starting point and turning point are marked with posts and the distance should be app. 25 meters. The guide needs to estimate proper distance according to how many participants there are and how much time there is. The skis are set totally behind the starting line. The team steps on the skis (guide can tell some order: length, age, colour of jacket etc.) and holds on the ropes attached to skis. More challenge can be brought in the competition by selecting a captain who is the only one who can speak and advise the group.

Guide gives a mark when they can start moving to the post and back. Guide takes time.

4.5. Deep snow football

Equipment:

- Football
- Posts

Place:

Ice.

Instructions:

The group is divided in two and the rules are football rules. The field is done in the ice and marked with posts. Also the goals are done by posts. If the ball goes out from the field, the other team kicks it from the border (the one which didn't kick it out of field). If someone touches the ball with hands, the other team can kick throw the ball from the corner. After goal the start is from the middle. The guide works as a judge and the length of one game is 10 minutes.

This game is best to play in the middle of winter when there is a lot of snow which makes it more challenging. This is a good game at the end of the competition because it brings the whole group together again.

4.6. Stiga-competition and Snow Statue Competition

Equipment:

- Stigas
- Posts

Place:

Halti's hill competition hill.

Instructions:

In this competition there is first some of Halti's hill competition parts: slalom, length or speed. The team accomplishes this competition in pairs and if someone stays without a partner he can choose who does it two times.

Slalom: The pair takes a stiga and by guide's command they run until the post which is set in the beginning of the hill. Both set on the stiga and zigzag between the posts. If other one drops of, they have to return to that point. If a post is turned around, the guide gives punishment of adding time to their score.

Length: The pair sets on the stiga in the beginning of the hill and without helping the stiga they have to ride the sled as long as possible. If the other one drops of, their result will be that point.

Speed: The pair takes a stiga and runs from the guide's command to the post, sets on the stiga and comes down as quick as possible.

After this the team will have a snow statue competition where they get time of 5-10 minutes (depending on the situation) and build a snow statue. After that they can tell about the statue and the guide evaluates it.

5. BEFORE THE PROGRAMME SERVICE

5.1. Orders

The orders can be found from the notice board of the office. You can get it also from the Center's reception. All the needed information can be found from the order: client, amount of people, schedule, activities, starting point and special wishes. You can see also the other program planned for the customer for that day and it is good to read it too to be able to guide the clients in the right place after the program service.

5.2. Planning and preparation

After getting familiar with the order it is time to start planning and preparing the program. In planning part all the proper places and order for the activities is thought and also the division of the activities between the guides. Main guide is determined by Himos-Safaris.

After this it has to be decided how the groups are divided: is there some kind of a game or just dividing by numbers. If the group size is so big that the groups move from one activity point to other without a guide, there is a need for maps. You can get A4-sized maps from Himos area from the reception where you can mark the activity points clearly by numbers and what the task is. If the weather is wet you can cover the map in the office with the laminating machine.

All the activity points should be checked beforehand that there will be no factors affecting danger situations. e.g. large holes. Also the equipment has to be checked beforehand that they are working.

The main part of equipment can be found from Safaris and the shelf back in the maintenance hall. Some of the equipment is held in nearness of the activity points: archery target and the baskets can be found from the storage in Peikkoväylä, curling stones, stigas and posts from the storage at the beach. Bows and arrows can be found next to office

straight after staircase from a closet. The most important things to remember to take with is ***first aid pack!*** Also taking prizes for the winning team should be remembered.

In counting points the guides use score cards which you can find from the computer in the office. The guide marks the names of all teams in the cards after dividing the teams. Each guide is responsible in counting points of his own activity and marks the order of the teams after competition according to their performance. Then the guides put the results together and the team that has gained the least points will be winner

6. DURING THE TEAM COMPETITION

All the guides have to wear similar working suits and everything needs to be ready at least 10 minutes before the start of the program. The guides wait in the Center's lobby (sometimes in the hotel, this information have to be checked from the order). The main guide finds out from the group leader are everybody already present and are there any special wishes or something the guide should know (e.g. health issues). The guide guides the group outside of the lobby that everyone can hear the instructions. The customers are welcomed and the guides are introduced.

The main guide will tell briefly about the upcoming program, not revealing too much that there will be some excitement left. After this the groups are divided in smaller teams, the amount depends on the amount of guides. This can happen simply by number counting, but using some game can set the group better in a playful mood already at this point. Examples of group division ways are given in the beginning. After division each groups comes up with a name and the guides write the names to their score cards. If the maps are used, they are given to each team at this point.

Each guide takes one group with him and moves with them to his own activity point. Before starting the activity the guide tells the rules and introduces the equipment and techniques. During the activity the guide works as a judge and writes down the scores. The guide has to keep the group in order but he shouldn't act too seriously because it is a playful competition and that is why e.g. giving style points motivates the teams to play and have fun. When all the members have accomplished the task, the guide will advise them to the next point.

When the final group has accomplished the task, the guide takes the group to agreed place. The guides give their score cards to the main guide who counts the final results. After this the winners are announced and prizes are given to the customers. After this all the guides thank the group and say goodbye. If there are some other program planned for the group, they are advised in the right place.

7. AFTER THE TEAM COMPETITION

After the competition all the activity points have to unpack and the condition of the equipment has to be checked. Equipment that are dirty have to be washed in Safaris and all the broken equipment are left in the maintenance hall's table and the leaver have to write a note to Harri's table who brought the item and why. All the other equipment has to be taken where they were took and after that the guides write a feedback from which can be found from the office. The feedback form asks the client, amount of people and how everything went. All the matters that have a meaning to program service have to be written there.

8. MOTIVATING THE CUSTOMER

Motivating the customer is one of the guide's important tasks because it has an effect to creating group spirit. The guide has to act enthusiastic, supporting, happy and actively. Motivating start already in the welcome speech to light the customer's desire to compete. The main thing is that everyone will have fun by doing together. Using some other technique than counting numbers in dividing teams supports also this.

Product description for clients

TEAM COMPETITION

Build your own competition!

From our activity variety you can build up a competition to suit just your group. The activities vary from ones that make you sweat into ones that challenge you in focus and accuracy, creativity and teamwork. The activities are separated in summer and winter but summer time activities are usable also in winter. Winter activities concentrate on having fun in snow. Welcome to experience our cheerful and playful team competition! The best team is rewarded.

ACTIVITIES:

Summer:

1. Sumolympics

Feel what is like to race as a sumo wrestler! This speedy competition won't leave anyone cold. The great challenge comes from sumosuits that we have also in children size.

2. Balance Race

Concentration is all you need in this race. Even though you are competing against the time you won't benefit from hurry solutions! This relay consists of different focus and balance needed parts.

3. Archery

Come to try your skills in archery and also building your own bow.

4. Blind Bowling

This competition will make you to trust your teammate when your eyes are closed. Team has to reach a common goal blindfolds on.

5. Giant Bowling

Bowling in giant size challenges your team with putting you into big scale.

6. Frisbee Accuracy and Mime

This competition measures you team skills in two different activities: throwing Frisbee challenges you in accuracy and mime in creativity and ability to throw oneself.

7. Throw Race

Throw Race measures your team's accuracy skills in three different throw competitions: quoits, giant quoits and chain throwing.

8. Zorbing

This activity will set your world upside down! Zorb ball is a large ball where people are meant to go in. This activity will measure team members' physical power.

9. Bowling

Bowling is an improved version of Mølky game which makes your whole team to pull the same rope. Without cooperation there will be no success in this game.

10. All-terrain Vehicle Reverse

Try your motorist skills in All-terrain Vehicle Reverse! Concentration is all you need.

11. Blind task

Have you ever tried to put clothes to dry without sight? Here you will and against time!

12. Basket Alphabet and Relay

Imagine that you are in a river with your team and trying to get over it on baskets. If dropping of you will get wet!

13. Sheet Volleyball

New kind of volleyball where the whole team's performance matters.

14. Elephant football

Large scale football. The ball is easier to pass but might be harder to get in the goal!

15. Kyykkä

Traditional outdoors game which measures team's accuracy skills.

Winter:

1. Winter Race

Winter race is a cheerful winter activity where different winter equipment will be utilized. This race might get you even to sweat!

2. Curling

Fun outdoors game where you measure your skills in curling. Might be harder than it looks like!

3. Sled Bowling

Hitting targets with a sled brings your childhood back to mind and will definitely make your team sweat.

4. Plank Skiing

Your whole team in the same pair of skis – cooperation skills are definitely needed.

5. Deep Snow Football

Football played in deep snow works as a workout for that day.

6. Stiga Competition and Snow Statue Competition

Two winter games combined: first you will use your physical skills to survive in stiga race and after that using the creativity of the whole team to build a snow statue.

FEEDBACK FROM TEAM COMPETITION – GUIDE

Answer with your own words and continue on the other side if needed.

1. Did the competition work as an entity?
2. Does some activity need some fixing/be left out totally?
3. What activities worked the best? How about the worst?
4. Did the competition reach its goals – having fun together and creating group spirit?
5. Was there any notes about the safety of programme?
6. Did the place suggestions work?
7. Did the length of the activities feel good? If there were too short ones what were them?
8. What would you change in the new competition?
9. Do you think that it will be possible to have 2 hours competition with these activities (are they long enough)?

10. Any other comments?

8. Any other comments?