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DESCRIPTION, VISUALIZATION AND
ASSESSMENT OF THE CURRENT
BUSINESS MODEL RELATED TO THE
EVENT

Case: Digital City Adventure

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DESCRIPTION

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Name of the bachelor's thesis Description, Visualization and Assessment of the Current Business Model Related to the Event. Case: Digital City Adventure.		
Abstract <p>A vast number of new and innovative business models is emerging every single day. The primary purpose of any business model is to assist companies in the process of staying among the dominant market players. The most significant aspect that should be taken into account is that there is a need to reinvent yourself constantly in order to stay afloat in a highly competitive market. Otherwise, new and emerging companies might take the leading market position for the reason that they have a lucid vision on future trends and are regularly reinventing their business model.</p> <p>The main objective of this thesis was to describe, visualize, assess and suggest improvements for the current business model with the aim of building better relationships among the company managers, event managers, participants and stakeholders. The research topic was originally proposed by Observis Oy and focuses solely on the “Digital City Adventure”, which is an annual event that takes place in Mikkeli, Finland.</p> <p>In order to meet the research objective and answer the research questions, both the qualitative and quantitative research methods were chosen. To be more precise, regarding the qualitative method, semi-structured interviews were conducted with the company managers (CFO and COO), event managers, event stakeholders (both the in-kind and location sponsors) and event participants. What is more, an observation during the “Digital City Adventure” was done by the author of this thesis. Concerning the quantitative method, the post-event survey was distributed among the social networks in order to reach the event participants and collect their responses. Furthermore, secondary data was collected and gladly provided by the company managers.</p> <p>Based on the research results and their comprehensive analysis, both the Business Model and the Value Proposition Canvases were described and visualized. Moreover, by taking into account the research findings, the obsolete components of the current business model were outlined. Furthermore, the developmental recommendations for the case company were presented along with the suggestions for the future research.</p>		
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1 INTRODUCTION

A vast number of new and innovative business models is emerging every single day. The primary purpose of any business model is to assist companies in the process of staying among the dominant market players. The most significant aspect that should be taken into account is that there is a need to reinvent yourself constantly in order to stay afloat in a highly competitive market. Otherwise, new and emerging companies might take the leading market position for the reason that they have a lucid vision on future trends and are regularly reinventing their business model. Hence, the case company initiated this research in order to rethink their business model, which is related to the event, as they understand that there is a room for improvement.

The research topic was originally proposed by Observis Oy and focuses solely on the “Digital City Adventure”, which is an annual event that takes place in Mikkeli, Finland. There is no doubt that the original concept of the event had undertaken various changes during the three years (this year it will be organized for the fourth time in a row) when it was organized. Even though the event was successful in terms of the participants’ satisfaction and achieving decent reputation among the local residents, there is a fact that event does not make any money for the case company. To put it another way, the raised funding can only cover the costs allocated to the platform maintenance and development along with the marketing materials. Hence, the research paper aims to investigate the possible ways of how the event concept can be refined.

The objective of this thesis is to *describe, visualize, assess and suggest improvements for the current business model with the aim of building better relationships among the company managers, event managers, participants and stakeholders*. The following research questions should be answered in order to achieve the research objective:

RQ1: “What should be improved in the event planning and management processes from the perspectives of the company managers, event managers, stakeholders, and participants?”

RQ2: “Which components of the Business Model are still relevant and which are obsolete?”

RQ3: “What kind of new ideas should be created in order to expand the boundaries of the current business model and improve competitiveness?”

RQ4: “What should be improved in the business model in order to meet unsatisfied, new, or hidden participants’ needs?”

RQ5: “What are the possible challenges that will be likely faced when trying to create new business model options and how should they be overcome?”

The author decided that the best way to describe, visualize and assess the current business model, related to the “Digital City Adventure” event, can be done by using both the Business Model and the Value Proposition Canvases. At this point, it is important to clarify for the reader that those canvases are interrelated due to the fact that the Business Model Canvas comprises the Value Proposition Canvas. However, for the benefits of the case company, it was decided to take a closer look at both of them. Moreover, those canvases were chosen due to the fact that they are considered to be the most convenient tools when it comes to arranging all the information and ideas regarding the business model. Furthermore, the case company has some previous experience of using those canvases, which will simplify the process of understanding the research results, once they will be obtained, analyzed and put into the canvases.

This paper is divided into eight sections. The first section gives a brief overview of the whole paper including the background of the topic and its importance along with the research objective and questions. The second and third sections comprise the theoretical background that is relevant in terms of the further research. To be more precise, the primary purpose of those sections is to get a profound understanding of topics before applying this knowledge to the actual case. The fourth section will present the company’s background along with the information of why particularly this topic is important for the company. The fifth part of this paper is devoted to presenting the data collection methods that will be used in order to reach the research objective eventually. Each method (both qualitative and quantitative) will be described in details. Once this is done, the sixth section will present the research results that were obtained through not only the qualitative and quantitative methods but also through the secondary data that was collected and gladly provided by the company managers. What is more, conclusions will be drawn in the seventh section. Finally, valuable suggestions will be proposed to the case company regarding the future development of the “Digital City Adventure”. Furthermore, the whole thesis will be finalized with the author’s concluding remarks in the eighth section.

Overall, it should be noted that due to the fact that “Digital City Adventure” is an annual event, it was decided to narrow down the topic. To be more precise, the author of this paper will concentrate only on this year’s event and the current situation regarding the business model related to the event. To put it another way, no information (i.e. survey or interview results that might be collected by the company managers during those years) concerning the previous event versions will be used for the reason that this data falls outside the scope of this research paper. What is more, in terms of the business model development, it is essential not to look back to the past. Instead, the author will focus both on the present situation and possible future trends. More information regarding the research limitation can be found in chapter “7.4 Limitations of the Research”.

2 EVENTS MANAGEMENT

First and foremost, the author of this paper believes that it is necessary to explain the reason for including this chapter. Without a doubt, it might seem to the reader that the topic of this research paper is based solely on the business model. In fact, it is not close to the reality. To put it another way, the Business Model Canvas is not about filling it in with some information that might seem important. Instead, it is essential to get a profound knowledge regarding the business industry (in the case of this research paper – events business) in order to fill the business model in an appropriate way. What is more, it is important to understand the industry specifics. As a result, this information will assist the author when describing each building block of the Business Model Canvas in the context of the “Digital City Adventure” event.

2.1 Defining Event and Events Management

There is a vast amount of existing definitions of “event”, which are available from both academic and non-academic sources. However, most of them are composed in a complex manner so that it is easy to miss the central point in them. Bladen et al. (2002, 3) suggested the general but very straightforward definition as follows: “*Events are temporary and deliberate gathering of people.*” It is highly important to highlight some attributes that events regularly possess. The first attribute is that events are temporary in nature as they usually have clearly specified beginning and ending. Nevertheless, not

all the events can have the concrete schedule and therefore can be called as the spontaneous events. The second attribute is that events are deliberate gathering of people, where the number of visitors may alter appreciably. The third attribute is that events are frequent displays of ritual for the reason that people always tend to expand social interactions beyond the bounds of the family structures. The fourth attribute is that events are considered to be unique occurrences as it is impossible to hold the same event twice. Even though an event can take place for a few years in a row, it will noticeably differ from the previous ones in terms of attendees, equipment, location, and many other aspects. (Bladen et al. 2002, 3-8.)

According to Bladen et al. (2002, 3), “events management” should be defined as: “*The organization and coordination of the actions that are necessary to attain the events’ objectives.*” Events management has its challenges for anyone aiming at managing the event from the very beginning until the end. The most problematic aspect is that there are lots of miscellaneous categories of events that require specialized knowledge and experience from event managers. According to Bladen et al. (2002, 8) the events categorization can be done the following way: sporting events, corporate events, special events, cultural events, and mega-events. At the same time, based on Shone and Parry (2013, 7), special events can be also classified into four categories such as: leisure events (i.e. sport, leisure, recreation), cultural events (i.e. art, folklore, heritage, sacred, ceremonial), organizational events (i.e. sales, charitable, political, commercial), and personal events (i.e. anniversaries, birthdays, weddings). However, some events can perfectly match several categories. For instance, high school graduation can be considered both an organizational event for the school and at the same time as the personal event for student and his or her relatives. Therefore, Bladen et al. (2002, 8) is concluding that it is feasible to become an expert in some particular event category, while nearly impossible for all existing types of events altogether due to their intricacy, ramification, and rapid development.

2.2 The Events Management Profession and Required Education

Event Marketer (2016) collected opinions from twelve professionals in the field of events management. Thus, this paragraph is devoted to outlining some of the features that are common for this profession along with the essential skills needed to succeed in events business. First of all, it should be noted that almost all respondents have stated

that networking can be considered as the inherent part of the event manager's daily job. To be more precise, event managers are always in search of not only the potential clients (i.e. individuals or companies and organizations) but also the stakeholders (i.e. participants and spectators, host organizations, host community, co-workers, media, sponsors, and so forth). What is more, due to the fact that it is nearly impossible to plan and organize an event alone, it is essential to have a dedicated team of professionals that will share the same vision throughout the whole process and make their contribution. At the same time, it was noted by one respondent that the "domino effect" should be carefully considered. In other words, in the case if one wrong decision is made, its effect may cover the whole event and ultimately make it nearly impossible to erase the bad image from the participants' minds. (Event Marketer 2016.)

Secondly, regarding the skills, respondents have mentioned that any event manager should possess at least five personality traits: (1) *perfectionism* (including an eye for detail and persistence), (2) *strategic thinking* (not only develop the vision of how an event should be planned and executed but also stay tight to that vision regardless of others' opinion), (3) *risk-taking* (every event manager should bear in mind that it is not always easy to convince potential stakeholders that the upcoming event will be worth their attention), (4) *agility* (especially when there is a need to make a quick decision), and (5) *ability to build strong relationships with all the stakeholders*. (Event Marketer 2016.)

Moreover, thousands of universities all over the world offer various educational programs for students interested in developing their skills in the field of events management. Those programs are designed by taking into account the latest trends in the event business, while not leaving behind the essential background knowledge and expertise. (Bladen et al. 2012, 14.) Nevertheless, the question of "how to make sure that those young graduates can be admitted to be responsible for the real life events" has arisen. Thus, in order to ensure that event manager possesses not only the superficial knowledge of the topic but will also be able to predict and solve all the possible issues that can emerge, the International EMBOK Model (*see Figure 1*) was created. EMBOK stands for Event Management Body of Knowledge and was developed by the association of specialists in the field of event management. (Silvers 2012, 5-7.)

Based on the official EMBOK website, the purpose of the International EMBOK Executive is stated to be the following: “To design a framework for the expertise and procedures used in event management that can be modified in order to meet the requirements of manifold cultures, public administrations, educational and training programs as well as other institutions” (EMBOK: Event Management Body of Knowledge 2016).

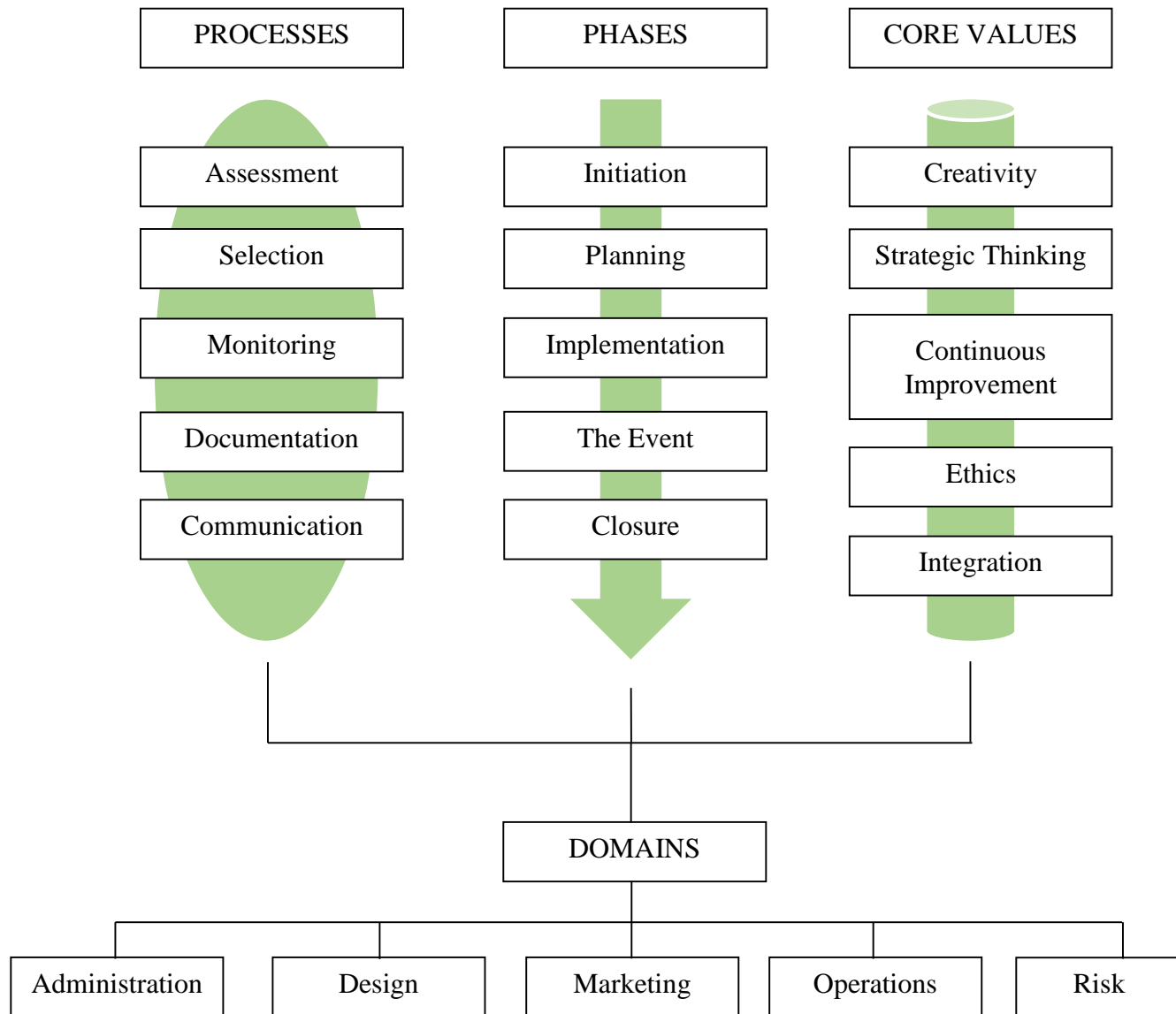


FIGURE 1. International EMBOK Model (adopted from Silvers 2012, 7)

Even though the International EMBOK Model is highly useful and globally recognized, it still has some limitations that pushed the organization called CTHRC (Canadian Tourism Human Resource Council) to lead the creation of the industry-led substitute, which was later called EMICS. The abbreviation EMICS stands for Event Management Inter-

national Competency Standards. The main idea of this project was to compare the already existing national norms and regulations with the International EMBOK Model and leading research outcomes. As a result, EMICS included exhaustive synopsis including knowledge, competences, and attitudes that are essential for professional event management regardless of the country. (Bladen et al. 2012, 15.)

As soon as the standards were outlined, they became a subject for validation on the real-life cases by event professionals from around twenty countries during the year 2009. Once they have been successfully validated, the idea of designing a vocational, globally accepted certification program has arisen. It was eventually introduced in the autumn of 2010 and rapidly gained recognition from the events professionals. The program comprised a mix of an examination, practical assessment, and on-the-job performance test. Those event managers who have met the settled requirements and successfully got the certificate can be considered the events professionals with all the opportunities being opened for them regardless of city and country. Additionally, it is important to mention that certain universities have integrated standards into their educational program. Therefore, it is believed that those graduates, who have studied EMICS and even got the certificate can attract visitors and investors by providing professional and skillfully carried out events. (Bladen et al. 2012, 15.)

In some cases, event organizers have no other choice than considering to outsource the whole event to Event Management Companies (EMCs). Those companies consist of talented event management professionals, who can take responsibility for the entire event. They usually have a portfolio of previous works including ceremonies and other various conferences, festivals, and dinners, that they have successfully organized. The main advantage of hiring EMCs is that they can be considered a storehouse of expertise, astonishing ideas, and valuable experience. (Shone & Parry 2013, 58.)

The demand for hiring EMCs can be perfectly illustrated in the case when, for instance, a couple is willing to get married, but they do not have enough time for organizing the event themselves due to some personal reasons or merely because they are willing to hire the professionals in that field. In this case, they search for those companies and service providers in their region and make their choice depending on expectations and predetermined budget. After the choice is made, a couple should have a consultation with the event management company or organization. At the same time, a couple is

expected to prepare a brief, which is a summary of requirements for an event or events connected to the celebration (e.g. wedding, stag-party, hen-party, honeymoon, and so forth). Hereupon, EMC will start planning the event concept and estimating costs so that they will stay within the predetermined budget allocated to the event. Once the contract is signed, the event management company is responsible for selecting the most suitable venues and vendors (e.g. professional photographers, DJs, hair styling specialists, videographers, florists, caterers, officiants, ceremony and reception design specialists, and so forth). Besides the careful planning, EMC is responsible for the complete event implementation. To be more precise, they should ensure that everything will be carried out at the highest level for both the newlyweds and their guests. (Luxury Wedding Planning & Design 2016.)

2.3 Managing Events: Careful Planning and Systematic Monitoring

In the very beginning of the event planning process, it is becoming essential to explicitly specify aspects such as purpose, goals, and objectives. Their importance should not be underestimated for the reason that they are guidelines for the event managers in achieving the event outcomes. Without the stated goals and objectives, it can be impossible to define the estimated output. Moreover, their absence will have the direct effect on the event manager so that he or she will not be able to determine the scope of the event, specify both liabilities and duties, and evaluate the outcome. (Silvers 2012, 35.)

Even if there might be no difficulties with outlining the purpose and goals, regarding the objectives, a need for some guidelines can be easily noticed. To aid this, back in 1981 George Doran designed the SMART acronym (*see Figure 2*), which rapidly gained recognition and popularity among the event and project managers. (Bladen et al. 2012, 35.)

It is important to point out that even though some authors can interpret SMART in a different way, it still has some constant letters such as “S” (Specific) and “M” (Measurable). In many cases, other letters can have another meaning due to the variety of authors, who have their opinion regarding the popular SMART acronym. For instance, letter “A” (Assignable) can also mean “Achievable” or “Agreeable”, while letter “R”

(Realistic) can be interpreted as “Relevant”. By contrast, letter “T” (Time-related) practically has only one meaning even if it can be called another way such as “Time-bound”, “Time specific” or “Timely”. (Bowdin et al. 2011, 205.)

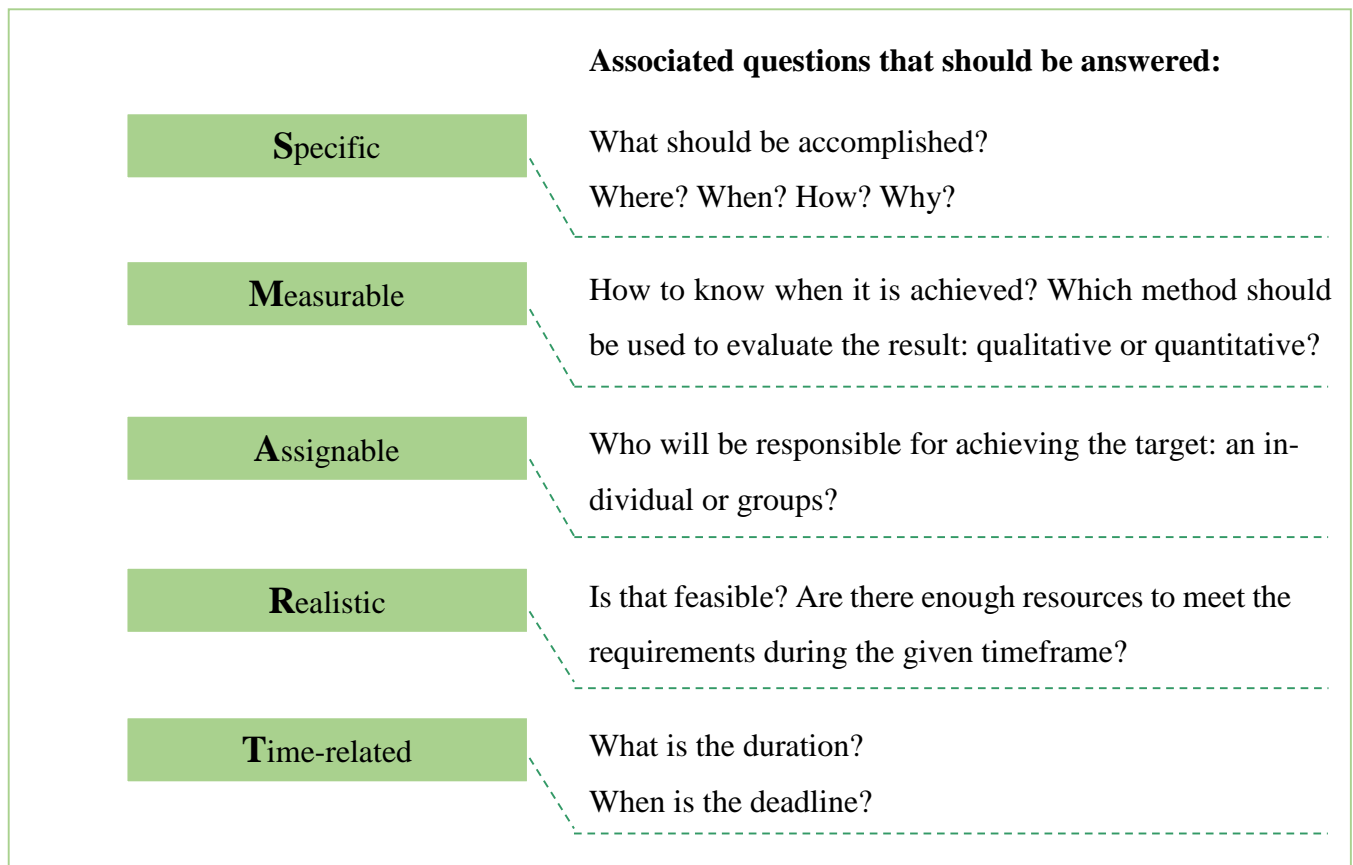


FIGURE 2. SMART Model (adapted from Silvers 2012, 34)

After objectives are specified, it is crucial to ensure that they are measurable. They can be further organized in the hierarchical order from the most significant to the least ones. At the same time, it is possible to divide them into categories. According to Bowdin et al. (2011, 205-206), there are six categories of objectives such as “Economic”, “Revenue and Turnover”, “Participants and Attendees Number”, “Quality and Excellence”, “Awareness and Attitudes”, and “HR Turnover and Volunteer Involvement”.

Once purpose, goals, and objectives are outlined, the event manager can proceed with starting the whole event planning process, which includes some interdependent and sequential stages (*see Figure 3*) (Bladen et al., 2012, 34). What is more, during this stage it is essential to ensure that the event will not be organized during any religious holiday.

Thus, scheduling should be carefully considered prior to the event date. (Thirteen Things We Need to Keep at Events 2016.)

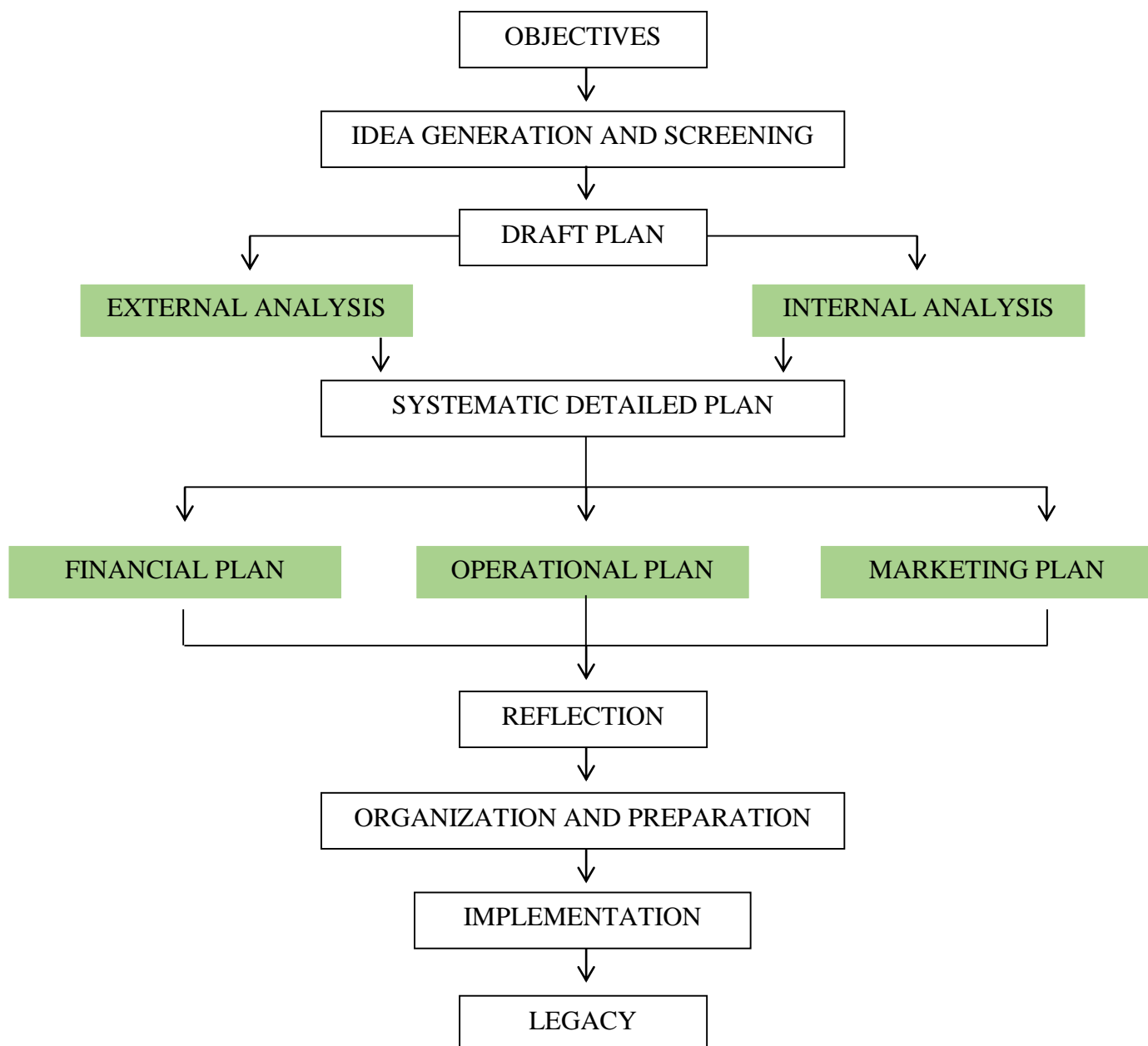


FIGURE 3. Event Planning Process (adopted from Bladen et al. 2012, 35)

After the planning process is finished, the question of “how to visually summarize the event schedule and systematically monitor the preparation progress” usually arises. The answer to this question can be given by the management science theorist Henry Gantt, who applied task analysis and scheduling to the manufacturing process of Navy ships. The bar charts that he invented were named in his honor as the Gantt charts (*see Figure*

4) and are widely used nowadays not only by the project managers but also by the event managers. (Bowdin et al. 2011, 273.)

There are five key steps in developing a Gantt chart. The first step is called “Tasks” and at this stage, there is a need to identify the tasks allocated to the project or event and decide who is assigned for completing this work. On the second step, which is called “Timelines”, the duration for all the identified tasks should be stated, including the starting and completion dates. The third step is called “Priority” and here the main idea is that the hierarchy of tasks should be done together with the identification of the critical tasks, which will require more time or attention. During the fourth step, which is called “Grid”, the whole information should be visualized and sufficiently organized in the bar chart. The fifth step is about emphasizing the most significant tasks, which are also called as “Milestones”. (Bowdin et al. 2011, 273.)

Below is an example of the simplified Gantt chart, which has not been designed by following all the five development steps. Nevertheless, it is still able to impart the tasks and their duration accurately and precisely. Thus, even though Gantt charts may look different and lack some of the components, their main aim is to be easily understood and followed by all the people involved in a project or event. (Bowdin et al. 2011, 273.)

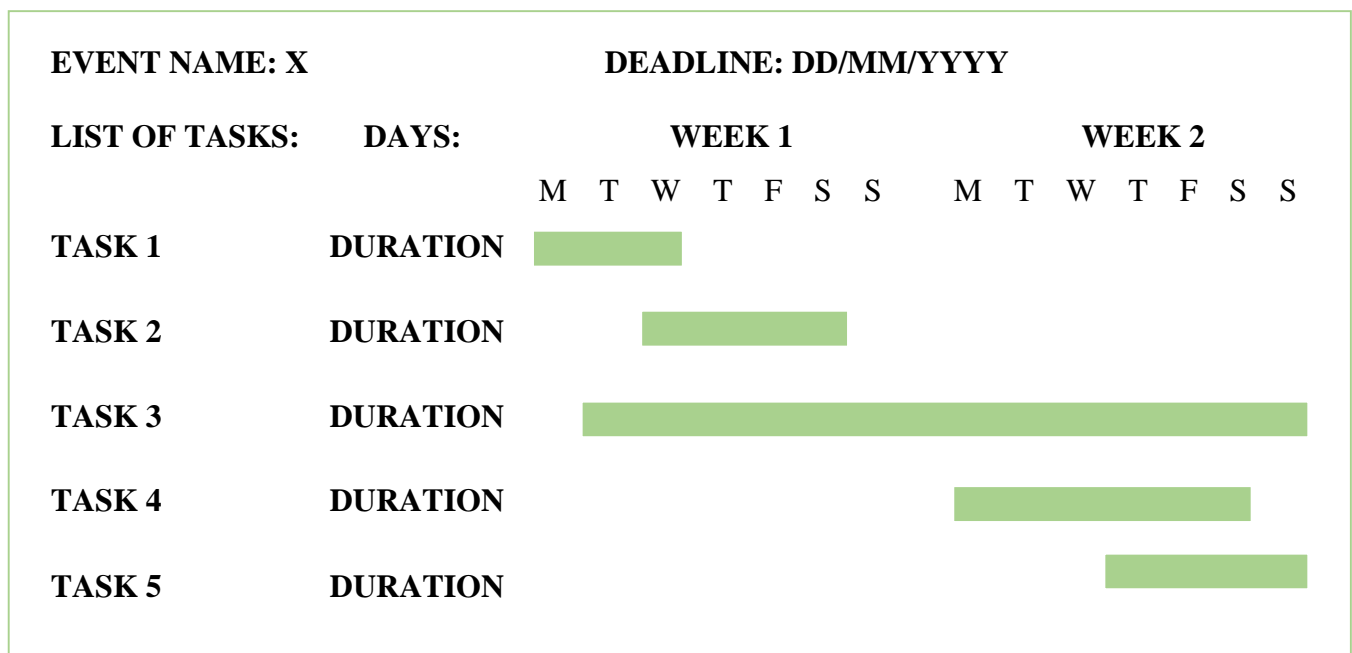


FIGURE 4. Example of a Gantt chart for an event (adapted from Bladen et al. 2012, 39)

Gantt chart can provide various benefits for the project and event managers. First of all, it provides a brief of the whole project or event timetable. Secondly, it is a powerful communication and monitoring tool, especially in the case of managing a team of volunteers. Thirdly, it can easily indicate any problem areas along with the scheduling issues. Fourthly, Gantt chart is flexible and is able to adapt to any kind of project or event. Lastly, it comprises the whole event chronicle, which might be used for the further assessment and development in case project or event will be held again. (Bowdin et al. 2011, 274.)

Furthermore, according to Swanson (2015), approximately 45 percent of working activities that employees are getting paid for can be automated with the help of new and emerging technologies. Hence, it can be reasonable to automate the event planning processes with the use of some special software. As a result, there will be no need to spend that much time on designing the Gantt chart manually. Instead, this valuable time can be allocated, for instance, on fundraising.

2.4 Event Stakeholders

Understanding of the event environment is considered to be an essential aspect of an event creation. In other words, the primary determinant of the successful event management is the awareness of all the circumstances in which the event will take place. The first step in understanding this environment is to identify the key stakeholders and their expectations regarding the event. The second phase is mainly about bringing all the gained information together, analyzing and using it in a way that will help to attain the superior outcomes for the event. (Bowdin et al. 2011, 229.)

Nowadays, it is not enough for an event to meet just the needs of its participants and spectators. Hence, an event should attract the participation and assistance of both the administrative and corporate sectors. At the same time, it should also cover an abundance of various requirements comprising objectives, needs, expectations and regulations of the government, mass media, sponsors, and communities. (Bowdin et al. 2011, 229-230.)

According to Bowdin et al. (2011, 230), individuals and organizations with a legitimate concernment about the event results are called stakeholders. The professional event

manager should be in charge of identifying the range of interested parties in an event as well as managing their individual needs and expectations. Therefore, the primary challenge for the event manager is that those individual needs might sometimes overlap and cause contradictions, as it is illustrated in the *Figure 5*. (Bowdin et al. 2011, 230.)

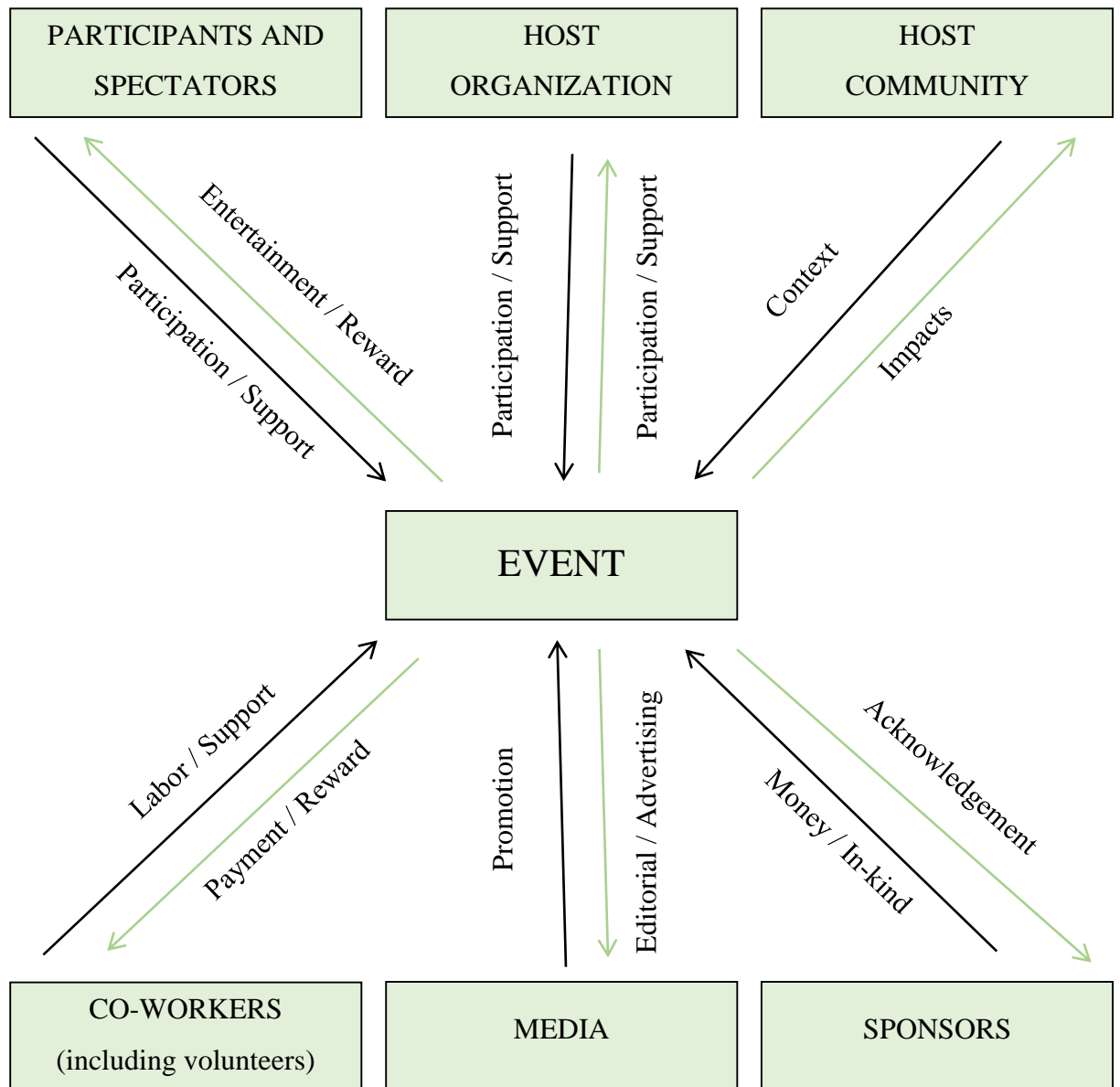


FIGURE 5. The relationship of stakeholders to events (adopted from Bowdin et al. 2011, 230)

Bladen et al. (2012, 168) have stated that the most substantial aspect of stakeholder analysis is not only to recognize and prioritize the key stakeholder groups but to lead the constant conversation with them and take into consideration which messages are delivered to them and when. Below the author will describe each stakeholder group in

more details in order to get the full understanding of their needs and expectations regarding the event.

Participants and Spectators

The first group of an event stakeholders includes participants, spectators, visitors or audience for whom the event is dedicated and who will have the most impact on success or failure of the event. Thus, the event manager should be careful with identifying their needs, which include not only the physical needs but also the need for comfort, safety, and security. At the same time, the most complicated task for the event manager is to make events meaningful, fascinating and unforgettable. Luckily, modern technologies can facilitate event managers with engaging and servicing the audience, as well as enhancing their experience. To be more precise, with the help of the Internet event participants can search for the full event information (including schedule, venue, ticket price, and so forth) beforehand, keep track in case of an extended event and experience the most memorable moments once again by having photos or videos from the event. (Bowdin et al. 2011, 240-241.)

Host Organization

According to Bowdin et al. (2011, 231), there are three types of host organizations: *government*, *corporate* and *community sectors*. In case the host is from the *government sector*, the host organization is most likely to be a council department or government. Governments organize events in order to obtain economic, tourism, cultural and social benefits achieved with the help of events. The most distinctive features of these events include free entry and full accessibility for all the participants and spectators willing to take part in the event. When the host is from the *corporate sector*, the host organization is most likely to be an industry association, corporation or company. There are plenty of cases when the corporate sector is involved in events. For instance, they may organize their own events, participate as partners or sponsors with the aim of promoting their products or services. Even though these events may still provide a free entry for all the visitors, they are generally targeted at some certain market segments. It is essential to note that within this sector there are also entrepreneurs whose job includes staging or selling of events. In case the host organization is from the *community sector*, the host organization is most likely to be a committee, society or club, with the high level of the

volunteer involvement. This sector is trying to fulfill the diversity of human needs, interests, and hobbies. Examples of the events organized by this sector may include local art installations, sporting events, craft shows, and so forth. (Bowdin et al. 2011, 231.)

Host Community (Local Community)

The importance of the host or local community should not be underestimated as it impacts considerably on the event's success or failure. According to Bowdin et al. (2011, 235), the host community includes local dwellers, merchants, lobby groups and public authorities such as the local council, transport agency, ambulance services, fire and police stations. An event manager's job is to contact those local communities in order to get the needed licenses from the council and agree on matters such as street closures, special access, and parking arrangements. Therefore, event organizers should be ensured that they follow all the rules and regulations, the event is supported by locals and risks are minimized. Otherwise, an event can receive negative publicity caused by the traffic disruption, rubbish around the venue, too much noise, trampled lawns or even vandalism. (Bowdin et al. 2011, 235.)

Co-workers

Another group of the primary stakeholders includes the event crew that is assembled in order to plan and implement the event. Regardless of the event size, each member of the event team plays an important role and should share the vision, mission, and philosophy of the event. The event team includes everyone starting from key managers, performers, artists, press agents, publicists, and ending with the venue manager, crew, administrators, and janitors. There were some cases when participants and spectators experienced events that went well in general, but their overall impression was spoiled by some irritating circumstance or drawback. Thus, in order to avoid those issues, the team selection and management should be carried out responsibly. (Bowdin et al. 2011, 239-240.) According to Shone and Parry (2013, 275), many event organizations ordinarily have a number of key event managers and coordinators, who are in charge of organizing, coordinating and supervising not only full-time and part-time staff but also volunteers.

Media

Media can be considered as one of the most significant event stakeholders as it directly influences how events are conceptualized and displayed. According to Bladen et al. (2012, 388), there are three media components: *printed media* (national, regional and local newspapers; consumer and trade magazines; outdoor billboards; direct mail), *electronic media* (state-owned and private television stations; national, private commercial and local radio stations; websites; podcasts) and *social media* (Facebook; LinkedIn; Instagram; Twitter; various blogs). Bowdin et al. (2011, 238) even suggest that some events may be created and implemented primarily for media consumption.

The position of media may differ from media sponsors or even grow into either full event partners or producers. An event manager should consider the needs of various media groups and treat them as potential partners. Once this is done, they will have much to offer the event. To be more precise, the unique approach that enhances the profile of the event and provides value to the media companies and organizations can be achieved only by close collaboration between event managers and the media. Additionally, new opportunities for cooperation among event managers and the media continue to expand with the help of new media developments and progressing innovative technologies. (Bowdin et al. 2011, 239.)

Sponsors

Sponsors can be either individual persons or organizations that provide not only the financial support but also goods, services, event venue, skilled employees, and so forth, with the aim of getting public recognition in exchange. Sponsors can be divided into six categories, including financial sponsors, in-kind sponsors, media sponsors, location sponsors, labor sponsors and signature sponsors. *Financial sponsors* usually provide a specific amount of money in order to support an event and expect to get benefits that are mentioned in sponsorship agreement or contract in exchange for their contribution. By contrast, *in-kind sponsors* do not provide any monetary support for the event. However, their contribution consists of donating goods and services, which will be directly or indirectly used in the event. Cooperation with the *media sponsors* can be highly valuable for the both sides. From the event perspective, this type of sponsorship can finance or secure media coverage including payments for advertising in newspapers, printing

out the promotional merchandise (posters, handouts, badges, clothes, and so forth). At the same time, from the sponsor's perspective, this type of sponsorship may also promote his own company by including the company's logo to the promotional materials for the event. *Location sponsors* can provide their facilities (the whole building or some particular room) for the duration of an event. *Labor sponsors* provide their skilled and talented employees before, during or after the event, depending on the workload. In the case of large events with the involvement of several sponsors, some of them might be interested in paying extra and becoming the lead or *signature sponsors*. By doing so, they will get more public recognition as their name will be mentioned more frequently both orally (i.e. by the commentator in the case of the sports event) and on the printed materials (i.e. posters, handouts, and so forth). (McQuerrey 2016.)

2.5 Event Fundraising Opportunities

According to Raj et al. (2009, 161-164), there are various existing fundraising opportunities for events including *sponsorship, donation, ticket sales, sales of merchandise and goods on-site* as well as *payment of media rights including event broadcasting*. There is no doubt that sponsorship can be considered as the principal provider of both funds and in-kind support including products and services. Therefore, it will be discussed in more details including its definition, perspectives, and objectives of both event and business as well as and vital aspects that should be considered by the event manager before seeking sponsorship as a revenue stream. (Raj et al. 2009, 161-164.)

Sponsorship

Sponsorship can be defined as: "*a collaboration between a provider of funds, resources or services and an individual person, event or organization which offers in exchange some entitlement that may be used for the commercial privilege in exchange for sponsors' monetary contribution*". Not only the tangible benefits but also the channels of their successful delivery should be offered to sponsors in order to attract their attention. Those benefits for sponsors may include increasing both brand awareness and sales in terms of their product or service being advertised during the event. (Bowdin et al. 2011, 236.)

Figure 6 illustrates the exchange relationship between the events and sponsorship partners and which benefits they seek to get from each other.

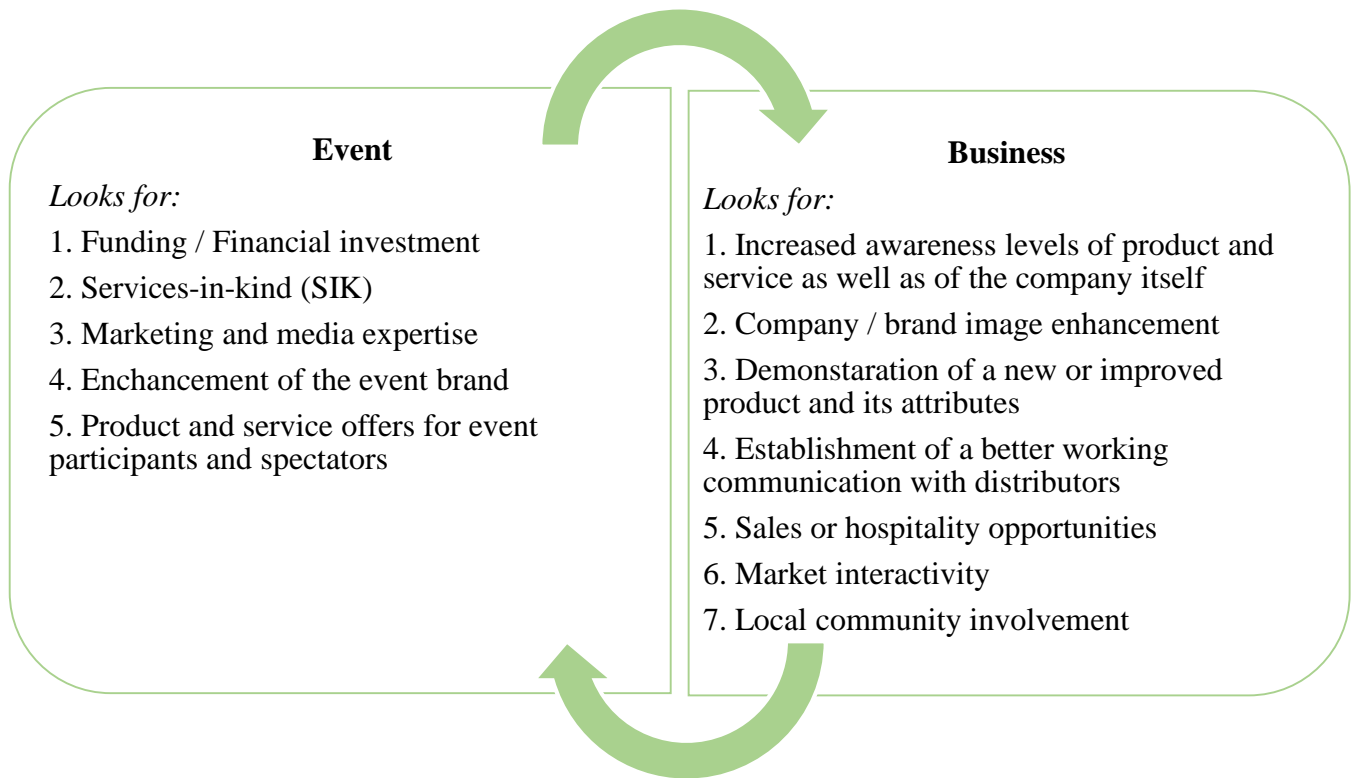


FIGURE 6. Exchange relationship in event sponsorship (adapted from Bowdin et al. 2011, 448)

An event manager's job includes considering a number of vital aspects before seeking sponsorship as a revenue stream. First of all, it should be identified whether an event can provide the desired benefits to sponsors. Otherwise, if sufficient rights or benefits are not present, there is no point in seeking income from this source. Secondly, it is essential to contact the stakeholders and ask them whether they will approve and support an involvement of the commercial sponsorship within an event. Thirdly, it should be determined whether the target markets of both the event and sponsor are similar and correspond to each other. Fourthly, organizations that are not suitable for sponsorship partners should be identified. For instance, in a case of the charity event, which purpose is to raise funds for any health-related issue should not have fast food or tobacco companies as their sponsors, as it will confuse participants and may cause inconvenience. Lastly, an event manager should consider whether enough resources are allocated to market and manage sponsorship effectively. Moreover, in order to make sure that all promises stated in the proposal are fulfilled, sponsorship should be managed only once the contract is finalized. (Bowdin et al. 2011, 449-450.)

During the last decade, a tremendous growth in sponsorship was noted and studied by many researchers around the globe. Bladen et al. (2012, 178) noted an interesting aspect. The basic idea is that some sponsorship managers have even changed their job titles to either “relationship manager” or “partnership manager” in order to demonstrate their importance and value when building long-term relationships with sponsors. At the same time, according to the article “How to Raise Money for a Nonprofit” (2006), either company managers or event managers should prepare the case statement, in which they will describe how the funds will be used along with potential benefits for the sponsors being outlined. Ideally, the case statement should be personalized in order to increase the chances of sponsorship. What is more, it is essential to pay a visit to the potential sponsors as it is considered to be the most efficient way of reaching them. (How to Raise Money for a Nonprofit 2006.) In addition, another article “Seven Golden Rules for Non-profit Fundraising Success” (2010) outlined that trust and respect are the key elements in building better relationships with sponsors. To put it another way, it is not enough to say that the company or organization cares about their sponsors. Instead, it should be proved through specific steps beyond those worthless words and promises. (Seven Golden Rules for Nonprofit Fundraising Success 2010.)

Other fundraising opportunities

Donation can be also considered as one of the fundraising opportunity for the events. An aspect that differs it from other sources of finance is that it is not necessary to give any strategic marketing benefits in return. Commonly, large corporations tend to provide a philanthropic or generous allocation of funds for events that have a community or charitable basis. Hence, they are showing a disinterested and selfless concern for the well-being of others, particularly event organizers, and participants. (Bowdin et al. 2011, 449.) As it was mentioned in the article “How to Raise Money for a Nonprofit” (2006), managers should concentrate mainly on both actual and potential donors. In other words, actual donors are those who have previously donated their funds to the company or organization. By contrast, prospective donors are those, who made a monetary contribution to a similar cause. Hence, both actual and potential donors should be treated equally, and strong relationships with them should be built from the very beginning. (How to Raise Money for a Nonprofit 2006.)

Ticket sales play an essential role in generating the revenue for the event. In some cases, it can even cover the expenses that should be paid before the event by generating revenue from *advance ticket sales*. At the same time, with the help of advance ticket sales, event managers can get the information regarding the approximate number of attendees, which enables them to arrange the needed amount of food and beverages. (Bladen et al. 2012, 102.) Furthermore, according to Bladen et al. (2012, 172), the ticket pricing is the crucial aspect in generating the total revenue and should be carefully adjusted by taking into account the break-even point (when the total revenue matches all the costs allocated to the event) of the event.

In addition, according to Pine (2011, 100-101), there is a number of options regarding charging the fees from the event participants, including *entry fee* (usually a one-time payment that allows entering a venue or event), *per-event fee* (a type of fee that is applicable to some particular event), *per-period fee* (i.e. some festivals can sell their tickets either for one day or a couple of days, depending on the duration of the festival), *initiation fee* (a type of fee that is usually paid when becoming a member of some club or organization), *access fee* (i.e. some parts of the event such as the backstage can be available for visiting only after paying this type of fee), and *membership fee* (in fact, this kind of fee is similar to the initiation fee. However, the main difference is that there a person might be charged on a regular basis such as once per month, per year, and so forth). At the same time, Boone and Kurtz (2011, 452) have mentioned that ticket price should be carefully decided by taking into account various factors. This decision is not so easy to make due to the fact that many things should be considered in order to make some profit out of an event (Boone & Kurtz 2011, 452).

Sales of goods and merchandise on-site also has its role in generating the total revenue. Due to the fact that events are intangible, attendees of the music events are highly interested in buying merchandise such as T-shirts and hoodies with the aim of having a tangible reminder of the event. The same principle can be applied to different event types, while the only changeable aspect is the goods and merchandise put on sale. (Bladen et al. 2012, 171.)

According to Bowdin et al. (2011, 238), payments *of media rights including event broadcasting* can be considered as the biggest source of revenue in terms of the sporting events. To be more precise, television and media organizations are willing to pay vast

sums of money in order to have an exclusive right to broadcast top sporting events live for the audience of billions of people around the world. At the same time, broadcasters are also able to earn money by reselling the exclusive footage to other media outlet and enables them to invest those earnings into pricey organizational and technical infrastructure used in the broadcasting process. (WIPO: World Intellectual Property Organization 2016.)

Gone are the days when fundraising could not be done online. Digitalization has changed the fundraising process and brought new possible sources of raising money for organizing the events. *Crowdfunding* can be considered as the powerful source of raising monetary contributions from people all over the world as well as the event promotion during the fundraising campaign. There are two most popular websites / platforms called IndieGoGo and Kickstarter created particularly for that purpose. When choosing between those two platforms, it is essential to consider two main differences between them. The first thing is that Kickstarter supports projects that are created in the US or are aimed at that market, while users of IndieGoGo are not limited to the particular country. The second thing is that only Kickstarter possess a funding model such as “All-or-nothing”, which means that depending on whether the funding goal is reached, the project founder gets all or nothing. (Kickstarter Vs IndieGoGo: Choosing Your Crowdfunding Platform 2016.)

Regarding the fees, both platforms will get 5 percent fee from the project’s funding total only in case if the project is successfully funded. At the same time, platforms get roughly from 3 to 5 percent as the payment processing fees. The main idea on both the platforms is that the project founder creates the project page for which he or she wants to raise funds. On this page he or she should write the description of the project including all the relevant information regarding the project (description, venue, financial overview, the project team, risk and challenges, contact information, and so forth), the amount of funds needed, the deadline for fundraising and the list of benefits that the backers will get for supporting the project. The list of benefits always starts from the smallest monetary contributions and ends with biggest ones. In the case of an event as the fundraising project on those platforms, benefits can include pre-sale tickets, T-shirts, hoodies, VIP tickets, backstage passes, on-site parking, exclusive merchandise, and so forth. (Kickstarter: Start a project 2016; IndieGoGo: How it works 2016.)

2.6 Marketing for Repeat Events and New Editions

The process of generalizing how to market events can be complicated due to the broad variety of event types, which are intended to achieve very different objectives and may be targeted at very different markets. Thus, event managers should bear in mind that it is essential to identify the target market and divide it into appropriate segments already during the event planning stage. By performing the demographic research of the target market, including what kind of people will participate (their gender, age, marital status, occupation, and so forth), where they live and how can they be influenced and motivated to participate, event managers can carry out effective marketing planning and engage the audience to participate. (Shone & Parry 2013, 196.)

According to Bladen et al. (2012, 163), event marketing can be defined as: *“a series of actions by which event managers and marketers can acquire an insight into their prospective consumer’s needs and motivations in order to produce, price, promote and distribute an event experience that meets the event’s purpose and objectives”*. Furthermore, marketing should be considered as the crucial tool not only before the event but also during and after the event was held. At the same time, entertainment, excitement and enterprise, also known as the “3Es” of event marketing, should be fulfilled in order to satisfy the needs of the event participants and spectators. (Bladen et al. 2012, 163.)

The emphasis of this chapter will be dedicated to the marketing for repeat events as it is more valuable in terms of the further research. An event can be considered as “repeat” or “new edition” if it takes place more than once. For instance, there might be an annual, biannual or other kinds of events that have a specific timescale. However, even though event is repeated, not all its components stay the same for the reason that the event management team may have any internal changes (mainly, new employees), new or reconstructed venue, different speakers involved and any other changes. There cannot be any totally copied or duplicated event due to the fact that some things are removed while some new things are added each time. (Shone & Parry 2013, 212.)

The groups of information that should be collected by the event manager in the case of the repeat event are divided into four categories and presented below:

Statistics concerning the number of participants and spectators

Accurate recording and reporting of the participant's number is the first step in ensuring that they can be fostered to come again to the next event. It is essential to track the number of event attendees and where they came from. Information regarding the number of participants can be gained either by counting how many tickets were sold or by having the team of volunteers near the entrance, where they can roughly count the number of people coming inside. At the same time, other demographic information can be received by introducing the post-event survey or creating a questionnaire, where people should add some personal details as part of the booking process. (Shone & Parry 2013, 212.)

Details regarding the expenditure and use patterns of the event attendees

Another crucial aspect is to find out which event parts were the most popular among event participants and spectators, and which should either remain or be modified the next time. Two main questions should be answered by the event manager in order to assist him or her in receiving some valuable information. The first question is the following: "How much (i.e. money, time, attention, and so forth) was spent by the event participants and spectators, and what on (i.e. merchandise, food, beverages, and so forth)?" The second question that should be answered is the following: "How many event participants and spectators did what, and when?". There are several methods of answering those questions and obtaining the information either by checking the queue lengths or sales records of catering and merchandise sales points. At the same time, the volunteering involvement should not be underestimated as they can count the number of people using particular parts of the event. (Shone & Parry 2013, 213.)

Marketing performance and effectiveness

There are several existing ways to review the marketing performance and effectiveness. However, the most efficient method is to ask your event attendees the question such as "How did you know about the event?". This question can be asked directly during the event by talking to people but, unfortunately, the issue with this method is that event manager is not able to get many replies in the case of a large event with hundreds or even thousands of participants and spectators. Therefore, the most efficient method is

to introduce the post-event survey, where this question will be stated along with the alternative answers to choose from. Those answers should be composed in the way that all the event marketing channels will be indicated and can include: word-of-mouth (friends, colleagues, family, and so forth), Facebook page, Instagram account, posters / flyers / banners, radio (national, regional, local) advertisements, newspaper (national, regional, local) article or advertisement, Google search / other Internet search, and so forth. (Shone & Parry 2013, 213.)

Expectations and satisfaction

For every event manager, it is essential to understand whether the event fulfilled all the audience's expectations. In other words, they should draw a line between the participants' expectations before the event and the level of satisfaction after the event was held. Once both indicators are perfectly matching each other, it can be concluded that the event was successful in terms of participants' satisfaction. This information can be collected either by talking to the audience during the event or by sending the post-event survey. (Shone & Parry 2013, 213.)

In addition, event managers should not aim at getting as more of the useless information as possible. Instead, it is suggested to collect relevant data while trying to make better use of the information that was previously (i.e. last time the event was organized) collected in the case of the repeated events. Otherwise, a huge amount of complex data (also known as "big data") will be faced by the event manager. Eventually, it will be nearly impossible not only to digest but also to utilize this data, making it completely worthless in terms of the future development. (Kotler & Armstrong 2016, 131.)

2.7 Risk Management and Assessment

The job of the event organizers and managers includes one essential aspect such as risk management and its assessment. In other words, it should be ensured that all the risks allocated to the event are minimized. (Bladen et al. 2012, 202.) The BSI (British Standards Institution) proposed the following risk management definition: "*regular use of management course of adopted principles, best practices, procedures and experience during the process of risk context creation, identification, analysis, evaluation, treatment, monitoring and communication.*" According to Shone and Parry (2013, 222),

each and every event manager should bear in mind the legal duties, which include the *risk management, health and safety* (i.e. food concession hygiene along with sanitation) *issues* and *insurance matters*. At the same time, there are many other event *regulations, licenses* and *permits* that should be taken into account and may be related to the following categories: alcohol consumption, noise, first-aid regulations, environmental protection, signs and signal regulations, waste disposal, street closures and many other aspects, which depend on the event type and location (Bladen et al. 2012, 85).

Bladen et al. (2012, 203) define risk assessments as: “*the precise and proper assessment and examination of the relevant threats and hazards allocated to the event and prediction of the potential outcomes in terms of customer’s satisfaction, their health and safety, and so forth.*” Therefore, the event manager’s job is to identify the elements that might go wrong or in an unexpected direction. According to Shone and Parry (2013, 228), there are three event types that differ from each other by the level of risk they possess, including “*low risk*” events (i.e. banquets or dinners hold in the familiar place), “*medium risk*” events (i.e. large-scale sporting competitions, public shows and street festivals hold in the unusual or new locations), and “*high risk*” events (i.e. high speed racing events hold in the unfamiliar locations).

The non-departmental public body of the UK called HSE (The Health and Safety Executive) outlined five key steps that should be carefully followed during the risk assessment process. During the first step, all the threats and hazards should be identified. Thereafter, during the second phase, the groups of people, who are potentially at the risk of being harmed should be determined together with the possible ways of how they could be physically or mentally injured. During the third stage, event risk assessment and examination should be accomplished along with precautions been outlined. During the fourth step, results should be recorded and reported in an understandable manner so that every employer or visiting inspector can understand the information correctly. At the same time, the actual implementation of the results should be performed. During the fifth and last step, the assessment should be not only reviewed but also revised and updated if needed. In general, all the existing risks are already well-known, and suitable monitoring tools can be easily applied. However, in the case of large-scale events the process of identifying the potential threats and hazards can be complicated and even require the help and assistance of the expert. (Bladen et al. 2012, 203-204.)

Bladen et al. (2012, 202) noted an interesting aspect. It is a common mistake to believe that risk management and crisis management are the same things. In contrast, risk management is dealing more with the careful planning including not only the potential problems but also the opportunities an event can have. Furthermore, Bowdin et al. (2011, 594) states that risks should not necessary have a harmful effect on the event and its image. In other words, there will be no competitive advantage possessed by events without any uncertainty, which in a way makes events unique occurrences.

Furthermore, Green (2016) has outlined several aspects that every event manager should bear in mind in order to minimize risks. First of all, she said that every event planning aspect should be either recorded or documented. In other words, even though people might remember some important elements, it does not mean that other things are not as important. As the result, this situation may lead to misunderstanding and discord among the whole team in the case if someone forgets to do an essential activity not only before but also during the event. Another significant advice is that event managers should focus on those risks that will most likely happen instead of wasting time on considering every possible option. However, it should be pointed out that this advice can be called as the “double-ended sword” for the reason that without proper risk management and assessment no event can be hold successfully. (Green 2016.)

In addition, it was mentioned in the article “Why Vendors Can Make or Break Your Event” (2016) that any event can easily get either a bad publicity or reputation because of the vendors. Even though something might go wrong due to their mistake, the mishap will affect all the event management team. Therefore, in order to minimize this risk, a set of strict requirements should be prepared to assess each and every potential vendor. What is more, another possible solution can be to ask other event managers for their experience regarding previous collaboration with some concrete vendors. (Why Vendors Can Make or Break Your Event 2016.) At the same time, another article “The Event Planning Recipe for Success” (2016) outlined that event managers should not make a hasty decision regarding the choice of the most suitable vendors. What is more, every event manager should bear in mind that he or she will be blamed for any vendor’s mistake. To put it another way, it happens due to the fact that it was their (event manager’s) decision to hire exactly this vendor for the event. (The Event Planning Recipe for Success 2016.)

2.8 Post-Event Evaluation

Post-event evaluation is closely related to the future marketing planning in case of the repeat events and new editions. Its primary purpose is to collect and analyze the relevant data in order to obtain the overall picture of whether the event was successful or not. (Bowdin et al. 2011, 631.)

There are five significant aspects of post-event evaluation that should be considered by each and every event manager. The first aspect includes measurement of the event outcomes and ensuring that the pre-defined event goals and objectives (i.e. the desired number of participants and spectators as well as their overall satisfaction level) were fully met. The second aspect is about the identification of the target groups including their demographic profiles such as age range, gender, marital status, occupation, levels of education, professional or employment status and social class. The third aspect is about identifying which parts of the event could be improved in the future. Thereby, event attendees should be asked (during the event or in the post-event survey) which event parts they enjoyed the most and which caused some negative emotions. The fourth aspect is dealing with enhancement of the event reputation and credibility. In other words, every event should be reported and presented to the stakeholders regardless of its success or failure. The fifth and last aspect is about the examination of all the processes (i.e. budget, resources, key documents such as marketing, operations and risk management plans) used by the event managers during the planning and implementation stages of the event. (Bowdin et al. 2011, 631-633.)

3 THE BUSINESS MODEL AND THE VALUE PROPOSITION CANVASES

According to Glowa (2015), nearly 95 percent of new products introduced each year fail dramatically. At the same time, Verleur (2014) has stated that approximately 75 percent of the technology startups fail due to the fact that they are not able to adapt to the market changes. What is more, Gasca (2015) mentioned that not only adaptability but also credibility (i.e. being sensitive, honest, objective, sincere, knowledgeable, and so forth) is an essential part of any business. Without a doubt, all the above-mentioned facts and opinions should be taken into account when talking about the profitable business model. Hence, in order to increase the chances of staying afloat during at least the

first year, there is a strong need in a comprehensive analysis of both the Business Model and the Value Proposition Canvases. However, first of all, it is essential for any company to familiarize themselves with the canvases that were extensively covered in the following two books: Osterwalder and Pigneur (2010) and Osterwalder et al. (2014).

In terms of this thesis, the first book will help to compose the theoretical part regarding the *Business Model Canvas*, while the second one will help to get a closer look at the *Value Proposition Canvas*. Nevertheless, this chapter is not solely based on those two books. Instead, the author of this paper did her best when comparing different sources in order to get a clear picture of the topic.

As it was mentioned by Cohan (2014), the Business Model Canvas aims to assist company managers with designing a customized business model. Hence, the choice of the above-mentioned books is based on the fact that the case company's managers are already familiar with some concepts, tools and techniques described in those books. Therefore, it would be better for the case company if the author will use those concepts and canvases in the practical part of the paper in order to describe, visualize, assess and suggest improvements for the current business model related to the "Digital City Adventure" event.

3.1 Business Model

The following subchapter contains all the topics that are relevant in terms of the further research. First of all, the definition of a "business model" will be given. Secondly, each of the nine building blocks of the Business Model Canvas will be described in details. Thirdly, the five inherent stages of the business model design process will be outlined. Fourthly, six useful tools and techniques for designing innovative business models will be mentioned. Fifthly, the process of evaluating business models by using the SWOT analysis will be described sufficiently.

According to Osterwalder and Pigneur (2010, 14), business model's function can be defined the following way: "*it represents the rationale of how a company or organization creates, delivers, and captures value*". As the starting point, it is essential to ensure that all the employees are familiar with the business model concept and it is understandable for them. In other words, the whole concept should not be either complicated or

oversimplified. In contrast, it should be something in between and represent only relevant information, which will be used in order to create new strategic alternatives and innovate successfully. (Osterwalder & Pigneur 2010, 15.)

3.1.1 The Nine Building Blocks of the Business Model Canvas

The Business Model Canvas (*see Figure 7*) consists of the nine building blocks, which provide the full picture of how a company or organization creates, delivers, and captures value (Osterwalder & Pigneur 2010,14). Each building block will be further described in more details.

<i>Key Partners</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationships</i>	<i>Customer Segments</i>
	<i>Key Resources</i>		<i>Channels</i>	
<i>Cost Structure</i>		<i>Revenue Streams</i>		

FIGURE 7. The Business Model Canvas (adopted from Osterwalder & Pigneur 2010, 44)

Customer Segments

The first building block can be considered as one of the most important aspects, which should be carefully and precisely identified and outlined. Customers are seen as the key

element of any business as they are consuming products or services and in return provide an income to the company or organization. Without them being present and profitable, no business can survive for long. In order to better reach and serve customer groups, they should be subdivided into separate segments by taking into account their needs, motivations and behaviors. For example, customer segments may be the following: *mass market* (broad group of end consumers for a particular product), *niche market* (relatively small market, which tends to serve specific customer segments), *segmented* (needs and behaviors of customer segments slightly differ from each other), *diversified* (two separate and different customer segments that possess their individual needs and behaviors), *multi-sided markets* (two or more unrelated customer segments). (Osterwalder & Pigneur 2010, 20-21.)

Furthermore, Alton (2015) suggested that customer segments should be narrowed down as much as possible. In other words, it is not wise to target a wide audience due to the fact that it can be challenging to identify the needs and wants of this broad segment. At the same time, Kerpen et al. (2015, 25) have mentioned two possible ways of defining the target customers (prospective participants of an event) as *hypertargeting* (i.e. particular group of people with similar needs) and *nanotargeting* (i.e. an individual person is the target customer and, thus, all the marketing and advertising effort is aimed at catching his or her attention regarding the company's product or service).

Value Propositions

The second building block describes the correlation between the provided products or services and value or a number of benefits that they create for the particular customer segment (which they are trying to serve). Values can be either *qualitative* (i.e. design, customer or user experience, and so forth) or *quantitative* (i.e. price, speed of service, and so forth). From the customer's perspective, it can either solve his or her problem or satisfy a need. There are two dimensions of the value proposition. The first dimension can be called "*original and innovative*" and in this case a product or service is unique and there are no similar offers available on the market. While the second dimension can be called "*resembling without being identical*" and in this case, a product or service is not a unique offer available on the market, but it possesses additional features and attributes. (Osterwalder & Pigneur 2010, 22.)

The following components can facilitate the customer value creation: *newness* (fulfill the completely new set of customer's needs, which emerged with the help of new technologies), *performance* (improvement of the features and attributes in a product or service), *customization* (providing products and services to the distinctive needs of particular customers), "*getting the job done*" (assisting customers with doing their jobs properly), *design* (create a product or service that will stand out on the market), *brand or status* (a product and service that can be an indicator of the social status or wealth), *price* (in case of the price-sensitive customer segments they are more interested in products and services that have the same features and attributes as others, but which are offered at a lower price), *cost reduction* (products and services that assist customers with reducing costs allocated to their business), *risk reduction* (decrease the post-purchase risks allocated to products and services), *accessibility* (making products and services that were too expensive to be afforded, available for the average person), *convenience and usability* (making products and services more comfortable and easy to use). (Osterwalder & Pigneur 2010, 23-25.)

Channels

The third building block represents the possible ways of how a company or organization can deliver a Value Proposition to their Customer Segments. Communication, distribution, and sales can be considered as the primary channels that connect a company and customers while creating two-sided interaction between them. Any business is responsible for choosing their channels wisely and by taking into account the preferences of how their customers want to be reached. Channels can be either *direct and owned* (sales force, web sales) or *indirect and partner* (partner stores, wholesaler, retailer). However, there is one exception, which can lie into *indirect and owned* (own stores) channel category. (Osterwalder & Pigneur 2010, 26-27.)

Moreover, there are also five channel phases and questions allocated to them including *awareness* (how to raise or enhance it?), *evaluation* (by what means customers are able to evaluate our Value Proposition?), *purchase* (are customers aware of the specific products and services that the company provides? Are they willing to purchase them?), *delivery* (which Channels are used in order to deliver products and services to customers? Are they effective?), and *after sales* (does the company provide the post-purchase customer support?). (Osterwalder & Pigneur 2010, 27.)

Customer Relationships

The fourth building block describes the variety of possible relationships a company or organization establishes with particular Customer Segments. Those Customer Relationships can have different nature such as *customer acquisition*, *retention and maintenance*, and *boosting sales*. Moreover, there are six categories of Customer Relationships including *personal assistance* (involvement of the customer representative), *dedicated personal assistance* (the customer representative is assigned to help particular client), *self-service* (companies or organizations provide all the sufficient and necessary means by which customers can serve themselves, meaning that there is no direct relationship), *automated service* (customer self-service is combined with the automated processes), *communities* (companies or organizations are fostering the exchange of knowledge by introducing user communities), *co-creation* (companies or organizations are engaging customers to the internal processes such as design or content creation). (Osterwalder & Pigneur 2010, 28-29.)

Revenue Streams

The fifth building block defines the possible ways of how a company or organization can generate cash from each Customer Segment. For instance, *asset sale* (the act of selling a physical product and granting ownership rights to customers), *usage fee* (use of a specific service), *subscription fees* (providing either temporary or permanent rights to use the service), *lending / renting / leasing* (selling the exclusive, but lasting for only a limited period of time, right for using a company's asset), *licensing* (introducing the licensing fees for customers interested in using company's protected intellectual property), *brokerage fees* (revenue generated by performing money transactions between two or more parties and which is primarily counted in percentages), *advertising* (payments of media rights). The pricing mechanisms allocated to each Revenue Stream can be either *fixed* (prices that are defined, limited, or established in advance are based on constant or fixed variables) or *dynamic pricing* (price vary based on market conditions). (Osterwalder & Pigneur 2010, 30-33.)

Key Resources

The sixth building block defines the most significant or vital assets needed in order to make a business model work properly. Depending on the type of a business model, the required Key Resources are different but in all the cases they are closely related to the Value Propositions, Channels, Customer Relationships and Revenue Streams. Generally, they can be categorized as *physical* (i.e. distribution networks, point-of-sales systems, computers, vehicles, land and buildings, machinery and manufacturing equipment, and so forth), *intellectual* (i.e. CRM databases, partnerships, proprietary knowledge, brands, patents and copyrights, and so forth), *human* (i.e. skilled sales force, and so forth), and *financial* (i.e. stock option pool, lines of credit, cash, and so forth). (Osterwalder & Pigneur 2010, 34-35.)

Key Activities

The seventh building block represents a number of significant activities or actions a company or organization should perform in order to operate successfully on the market full of competitors. They can be categorized the following way: *production* (development, pre-production, production, post-production, and distribution of a product), *problem solving* (development of new and innovative solutions to problems and cases of either individual customers or companies), and *platform / network* (i.e. continuous development and maintenance of a platform). (Osterwalder & Pigneur 2010, 36-37.)

Key Partnerships

The eighth building block describes a group or a network of both suppliers and partners that play an essential role in optimizing business models, reducing or minimizing risks, and acquiring additional resources. Four various types of partnerships may be distinguished: *strategic alliance* (cooperation between non-competitive companies or organizations), *cooperation* (strategic partnership among competitive companies or organizations), *joint venture* (cooperation with the aim of starting or developing new businesses together), *buyer-seller relationship* (cooperation with the purpose of ensuring whether providers and suppliers should be trusted or not). (Osterwalder & Pigneur 2010, 38.)

At the same time, there are three key aspects that motivate or stimulate the creation of partnerships. For instance, *optimization and economy of scale* (i.e. outsourcing or sharing infrastructure with the aim of reducing costs), *reduction or minimization of possible risks and overall uncertainty* (i.e. strategic alliances), and *acquisition of particular resources and activities* (i.e. knowledge, expertise, licenses, permits, and so forth). (Osterwalder & Pigneur 2010, 39.)

Cost Structure

The ninth and the last building block defines which costs incur while operating under a specific business model. There is no doubt that every company or organization are trying to minimize the costs as much as possible. Cost Structure can be divided into two categories such as *cost-driven* (i.e. maximum automation of both internal and external processes, customer self-service, an introduction of the lowest market price, and comprehensive outsourcing) and *value-driven* (i.e. premium offers along with the personalized service). Additionally, Cost Structures can have characteristics as follows: *fixed costs* (i.e. depreciation, amortization, property taxes, utilities, insurances, salaries, rents, and so forth), *variable costs* (i.e. direct materials, production supplies, delivery costs, shipping, and so forth), *both internal and external economies of scale* (lowering the unit cost through increased output), and *economies of scope* (a situation when the production of one product lowers costs allocated to production of another one). (Osterwalder & Pigneur 2010, 40-41.)

Once each of the nine Building Blocks was carefully described, all the information should be visualized by using the Business Model Canvas (*see Figure 7*), which will enable a company or organization to get the big picture of their new or already existing business model. (Osterwalder & Pigneur 2010, 42.)

In addition, Alton (2015) suggested that every manager should bear in mind the fact that Business Model Canvas is not a static document. In other words, there should always be a room for innovation regarding the products or services. What is more, Business Model Canvas should be reviewed, refined and optimized constantly regardless of its profitability. (Alton 2015.)

3.1.2 Business Model Design Process

Every business model design process possesses its own difficulties, obstacles and favorable outcome elements. At the same time, every company and organization have a different starting point, context and motives for either rethinking the existing business model or creating it from the scratch. As it was mentioned by Hedin et al. (2014, 191) changes to the existing business model can be either *incremental* (i.e. enhancement, refinement or adaptation) or *radical* (i.e. completely new and drastic options being created). Hence, it should be decided by the company managers whether there is a need for radical change or whether it is enough to refine, adapt or enhance the current business model (Hedin et al. 2014, 191).

The need for business model innovation may occur from one of four objectives: (1) to meet and fulfill current market needs that were not answered in an appropriate way or at all, (2) to bring innovative products, services or even technologies to the market, (3) to enhance and enrich the current market by introducing refined business model, or (4) to bring completely new market into existence. In the case of established companies and organizations, business model innovation efforts generally deal with both the whole organizational structure and the already existing model. Typically, those efforts include one of four motivating forces: (1) a period of time characterized by intense difficulty and troubles regarding the current business model, (2) assessment and improvement of the current business model with the aim of fitting to a constantly changing environment, (3) to bring advanced and original products, services or even technologies to the market, or (4) get ready for the possible future market changes by conducting research and testing entirely new business models that might have enough potential to substitute existing ones. (Osterwalder & Pigneur 2010, 244.)

According to Osterwalder and Pigneur (2010, 248), the business model design process consists of five inherent stages, including “*Mobilize*”, “*Understand*”, “*Design*”, “*Implement*”, and “*Manage*”. Each stage will be further discussed in more details.

Mobilize

The first phase includes the following four activities: (1) clearly define the objectives of why is that important to either rethink the existing business model or create completely new and innovative business model, (2) put initial business ideas to the test, (3) preliminary planning, and (4) assembling a team of experienced and knowledgeable business professionals willing to bring fresh and innovative ideas when creating new business model options. Moreover, a common language should be established among the team members in order to get the most favorable outcome out of discussions. It is important to point out that during this phase it is essential to overcome one obstacle. In particular, it should be ensured that team members do not overestimate the possible opportunities that could be obtained from the preliminary business model ideas. (Osterwalder & Pigneur 2010, 250-251.)

Understand

The second phase includes the following five activities: (1) examine the environment by conducting market research, (2) define prospective customer segments and identify their needs and problems, (3) conduct interviews with domain experts, (4) lead benchmarking concerning products and services offered by competitors, and (5) gather and analyze various ideas and opinions. During this phase it is essential to think out of the box regarding the potential target markets and get a deep understanding of their needs. At the same time, companies should bear in mind that any research on this stage should be narrowed down and the excessive researching should be avoided. Otherwise, too much useless information can be received and might completely disorient people. Furthermore, from the perspective of the established company with already existing business model, the following activities should be done during this phase: (1) assemble a team from different departments of the company in order to discuss the strength and weaknesses of the current business model as well as share ideas and opinions, (2) abandon the status-quo, (3) search beyond the bounds of existing customer database, (4) constantly prove to the senior management that you are progressing in terms of obtaining the customer insights or creating the business model sketches. (Osterwalder & Pigneur 2010, 252-253.)

Design

The third phase includes the following four activities: (1) brainstorm all the possible business model options by looking outside the limits of status-quo, (2) use all the previously gained information in order to create business model prototypes, (3) test promising business models with involvement of either external specialists or perspective customers, and (4) carefully choose options that show signs of future success. The main obstacle that should be avoided during this phase is “falling in love” with some particular idea and rejection of any other potentially successful options. Therefore, enough time should be dedicated to think through all the business model options before making your choice of implementing some particular one. Moreover, by taking the perspective of the established company with already existing business model, the following activities should be done during this phase: (1) to facilitate the creation of bold ideas, (2) to make the decision of whether to merge new and old business model into one or separate them, (3) to concentrate primarily on the long-term perspective rather than on the short-term. (Osterwalder & Pigneur 2010, 254-255.)

Implement

The fourth phase includes the following two activities: (1) to communicate and involve specialists in order to clearly identify possible obstacles, and (2) to put into effect the final business model prototype. At the same time, during this stage it is essential to understand that there will be always a need for adapting the business model to any market conditions. Furthermore, by taking the perspective of the established company with already existing business model, the following activities should be done during this phase: (1) to specify potential challenges allocated to the integration of a new business model, (2) to align both “old” and “new” business models so that they will not overlap each other, (3) to ensure that enough of the sponsorship support will be done during this phase in order to successfully implement the new business model, and (4) to introduce an in-house communication campaign in order to overcome the “fear of the new” among the employees within the company or organization. (Osterwalder & Pigneur 2010, 256-257.)

Manage

The fifth phase includes the following five activities: (1) to examine the environment continuously in order to identify external factors that might have a negative effect in the long run, (2) to evaluate the existing business model constantly in order to understand whether there is a need for small adjustments or an entire redesign, (3) to reconsider the business model components regularly and bring new and innovative options for further consideration, (4) to align all the existing business models throughout the company or organization, (5) to prevent the overlapping and conflicts among the existing business models in a company or organization. Moreover, by taking the perspective of the established company with already existing business model, the following activities should be done during this phase: (1) to form a “business model governance”, who will be responsible for managing all the existing business models within the company or organization, (2) to prevent conflicts caused by aligning “old” and “new” business models, (3) to create a “portfolio” of business models and manage it appropriately, (4) to look at the existing business model regularly and from the different angles. (Osterwalder & Pigneur 2010, 258-259.)

Another important aspect that should be pointed out is an opportunity of replacing the *paper-based business model design* with *computer-aided*. Paper-based business model design possesses various advantages. The first advantage is that the canvas can be easily created by having the minimum number of resources, including the Business Model Canvas printed on the A0 paper size, a big pack of Post-it notes and a few colored markers. The second advantage is that there is no need in getting familiar with some computer software that might take considerable amount of priceless time and energy. The third advantage is that paper-based business model design fosters creativity within a team and stimulates the creation of fresh ideas. At the same time, computer-aided business model design has its own advantages such as remote collaboration of people from all around the world. For instance, in the case when company’s offices are located in different cities or even countries. Moreover, it can also provide both prompt and exhaustive financial analysis and simulations. Hence, every company and organization should make a choice which of those business model design methods are the most suitable for them at the present time but also with the outlook for the future. However, there is no doubt that someday this process will be entirely computer-aided. (Osterwalder & Pigneur 2010, 266-267.)

In addition, Verleur (2015) has mentioned in his article that in order to drive innovation, sufficient amount of resources should be dedicated to the constant research and development within any company. However, instead of hiring R&D specialists, it might be reasonable to find the most suitable tools for fostering the innovation and use them within a team. Thus, some tools will be further described in the next chapter. (Verleur 2015.)

3.1.3 Tools for Designing Innovative Business Models

Generally, even though business people possess enough knowledge, skills and experience, in most of the cases they lack the appropriate designing tools and techniques that will assist them when designing innovative business models (Osterwalder & Pigneur 2010, 125). The following section will outline a number of useful tools and techniques, including “*Customer Insights*”, “*Ideation*”, “*Visual Thinking*”, “*Prototyping*”, “*Storytelling*”, and “*Scenarios*”.

Customer Insights

As the starting point, it is essential to understand that every company should shift their perspective from the *organization-centric business model design* (i.e. products and services to offer, distribution channels, customer relationships, profitability, and so forth) to the *customer-centric business model design* (i.e. to take into account customer’s preferences, to consider values and benefits provided by the product or service for which customers will be willing to pay, and so forth). Ultimately, this shift will enable any company to gain insights into their customer’s aspirations, concerns and the overall behavior. (Osterwalder & Pigneur 2010, 129.)

As pioneering automaker Henry Ford once said, “*If I had asked my customers what they wanted, they would have told me “a faster horse”.*” In other words, companies should not ask their customers directly what they want for the reason that this will not provide company with truly valuable information. Therefore, a tool such as the (Customer) Empathy Map can be used in order to devise a stronger business model by going beyond a customer’s demographics (i.e. gender, age, marital status, level of education, employment status, income level, and so forth) and getting a deep understanding of customer’s

emotions, dreams, aspirations, worries, surroundings, and so forth. Initially, the most promising (i.e. in terms of profitability) customer segment should be chosen among the existing ones (in the case if there are different customer segments) and described with some demographic characteristics. Then, by using the (Customer) Empathy Map (see Figure 8), all the six questions should be answered meticulously. (Osterwalder & Pigneur 2010, 129-131.)



FIGURE 8. The (Customer) Empathy Map (adapted from Osterwalder & Pigneur 2010, 130)

In addition, Kotler and Armstrong (2016, 128) have mentioned that customer insights are, without a doubt, the vital aspect of any profitable business model. At the same time, by developing and managing information regarding your customers, marketing resources can be used in a more productive way. Otherwise, without having any customer insights, no manager can prepare a proper marketing plan not only for an event but also for any product or service. (Kotler & Armstrong 2016, 128.)

Ideation

The main idea behind the ideation process is to generate as many new and innovative business model ideas as possible and isolate the most promising ones for further consideration. It is important to bear in mind that business model innovation is not about looking back to what has already been done or implemented as well as not copying the competitors. Otherwise, what might happen is that the whole company's business will get stuck without any promising options for further operations. The ideation process consists of five main stages, including: (1) *team composition*, which should be diverse enough with regard to the position in a company, experience level, customer knowledge, professional competence, cultural background and so forth, (2) *immersion* into the context (i.e. general research, customer analysis, utilization of new technologies, evaluation of the already existing business models, and so forth), (3) *expanding* the span of potential solutions (during this stage, the quantity of generated ideas matters more than their quality), (4) *criteria selection* for sorting out unsuitable ideas (i.e. expected execution period, promising revenue, probable customer refusal to accept innovation, effect on competitive advantage, and so forth), and (5) *prototyping* by sketching out the chosen ideas with the help of the Business Model Canvas. (Osterwalder & Pigneur 2010, 136-143.)

Visual Thinking

As it was mentioned by Lockwood and Walton (2008, 43), innovation goes hand in hand with structure. In other words, innovation efforts should be structured one way or another (Lockwood & Walton 2008, 43). Due to the fact that business models are complex concepts, it might be difficult to develop a common understanding without sketching it out. Hence, visual tools (i.e. Post-it notes, diagrams, sketches, pictures, videos, and so forth) can be extremely helpful as they are convenient to use. Furthermore, visual tools can assist a team when *understanding the essence* (i.e. developing a visual language with specific vocabulary and grammar, grasping the idea by seeing the big picture, understanding the interdependencies between elements), *enhancing dialogue* (i.e. establishing the reference point, developing a shared visual language along with the joint understanding of the whole business model), *exploring new and innovative ideas* (i.e. starting with some vague ideas and developing them into possible options for further consideration, having an opportunity to add or remove any component of the building

block in order to estimate the possible effects), and *improving communication* (i.e. internal and external communications are enhanced with the help of the shared understanding). (Osterwalder & Pigneur 2010, 148- 155.)

Prototyping

The main idea behind the prototyping designing tool is that a company should sketch out as many business model prototypes as possible. Those prototypes should include a number of strategic options that will be further discussed and evaluated within a team. A business model prototype can take the form of a *spreadsheet* (i.e. Microsoft Excel tables) that is able to provide financial simulations for the pre-defined time interval, a *concept* that is elaborated by using the Business Model Canvas, or a simple *sketch*. Once a team has chosen a few most promising prototypes, they should be refined and carefully executed. Furthermore, it is essential to bear in mind that any market research will not give enough valuable information for designing the business model prototypes. Instead, sufficient amount of time and energy should be spent within a team for discussions and idea sharing in order to get the best results. (Osterwalder & Pigneur 2010, 162-165.)

Storytelling

Unfortunately, even though storytelling is a powerful communication tool, it is underused and undervalued in the business world. It happens for the reason that most of the companies are afraid of changing the status-quo when introducing new business model options that are unfamiliar to them. Thus, it is vital to present and describe new business model in a way that overcomes resistance. Moreover, there are three key reason of why a company or a single entrepreneur should consider using the storytelling tool. The first reason is that it is a more convenient way to deliver the initial idea to the company's management. Even though managers are mainly interested in hearing numbers and facts, a good story will definitely catch their attention. The second reason is that the storytelling tool can be highly useful for entrepreneurs that are willing to get investments. In this case, an engaging story may interest investors and push them to invest in entrepreneurs' business. The third reason concerns employees and their engagement in something new happening within a company. Therefore, manager's job will include preparing the engaging story-based presentation (i.e. images, videos, comic

strips or even role play) that will attract employees' attention and raise curiosity. (Osterwalder & Pigneur 2010, 172-178.)

Scenarios

The primary function of scenarios is to make the business model's design context easy to perceive and understand. Scenarios can be divided into two main categories. The first category defines various *customer settings*: who are those people buying or using company's products or services, how are they using company's products or services, and what are customer's dreams, aspirations, worries and concerns. The second category describes possible *future environment(s)* in details. Once this information is obtained, it will enable company to prepare for market changes by taking necessary actions beforehand. Additionally, the common number of scenarios, that should be prepared for the business model scenario workshop, varies between two to four depending on the number of criteria. (Osterwalder & Pigneur 2010, 182-189.)

In addition, an interesting fact is that according to Varnagy (2015), Google shows 6.5 times less search results for "how to encourage innovation?" rather than for "how to reward innovation?". To put it another way, people are less concerned of the possible ways that can lead to the creation of new and innovative ideas. Hence, the above-mentioned tools for designing innovative Business Models can be highly helpful when the need for either creation of a new Business Model from the scratch or complete rethinking of the current Business Model arises. (Varnagy 2015.)

3.1.4 Evaluating Business Models

According to Osterwalder and Pigneur (2010, 212), company's managers should perform a regular and continuous evaluation of the business model in order to understand and assess company's current position. At the same time, this assessment will enable them to adapt to any unexpected circumstances that might arise and outline areas for improvement, renewal or innovation. By contrast, in the case of absence of the regular assessment, some problems or issues might not be detected and prevented on time. Hence, meticulous SWOT (strengths, weaknesses, opportunities, and threats) assessment of each Building Block of a Business Model Canvas should be performed on a regular basis. Business professionals broadly use SWOT analysis due to its simplicity

and also for the reason that it provides a foundation for both the further consideration and discussion, decision-making, and creation of innovative options. (Osterwalder & Pigneur 2010, 212-223.)

As it is shown in *Figure 9*, by merging SWOT analysis with the Business Model Canvas, company's managers can perform an extensive assessment of company's Business Model as well as each Building Block that it comprises. However, it is crucial to examine not only the separate Building Blocks but also the overall Business Model's integrity. Overall, results gained from SWOT assessment enable companies to design new Business Model options and stay afloat in the case of highly competitive market conditions. (Osterwalder & Pigneur 2010, 216-224.)

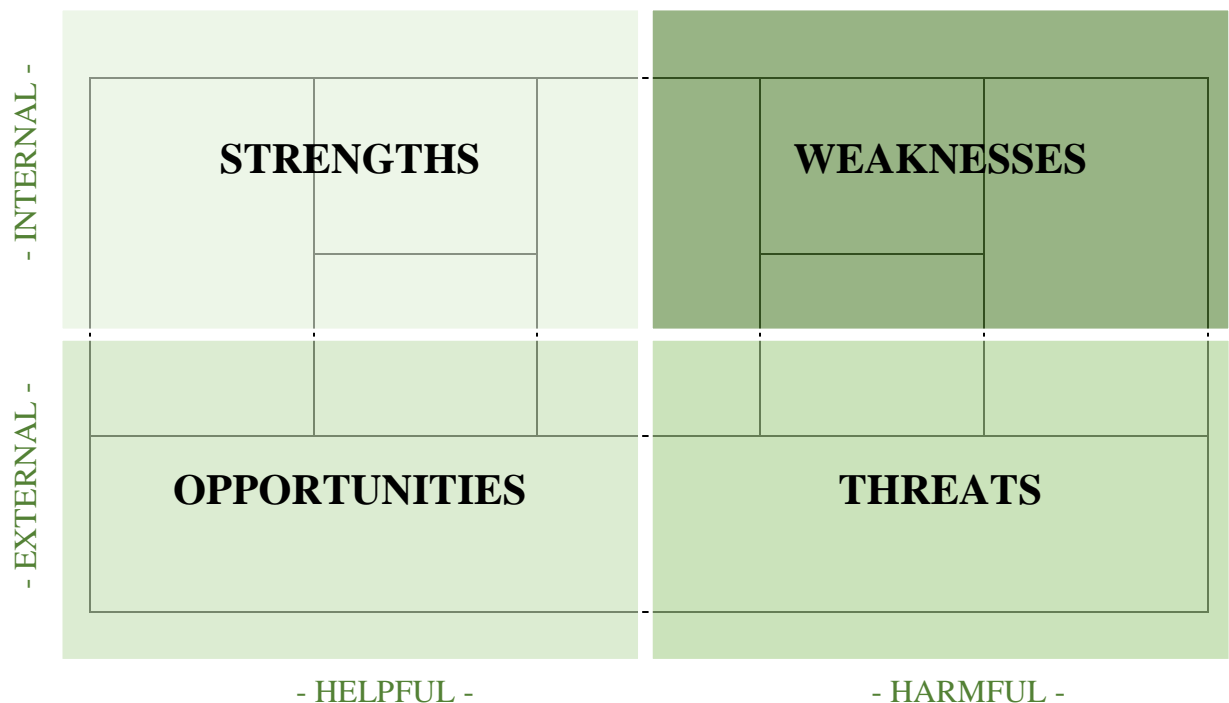


FIGURE 9. Evaluating Business Models with SWOT (adopted from Osterwalder & Pigneur 2010, 216)

In addition, according to Lockwood (2010, 39), developmental ideas can also come from outside of the company and be highly useful when assessing the existing business model. In particular, both the post-event survey and informal interviews with the event participants can provide valuable information that will be further used for the event concept enhancement and enrichment (Lockwood 2010, 39-40).

3.2 Value Proposition

The following subchapter aims to provide a closer look to the Value Proposition (Canvas). According to Osterwalder et al. (2014, 6), Value Proposition (Canvas) represents various benefits customers can expect to get in return for consuming goods and using services, which are provided by a company. Even though the Value Proposition was already described as the second building block of the Business Model Canvas, it is essential to get a deeper understanding of its nature and vital components.

3.2.1 Two Sides of the Value Proposition Canvas and Fit Between Them

The Value Proposition Canvas (*see Figure 10*) is divided into two components: *Customer Profile* and *Value Map*. Meanwhile, *Fit* (the situation when Customer Profile perfectly matches the Value Map) should be achieved between those two components in order to achieve superior results. (Osterwalder et al. 2014, 3-7.)

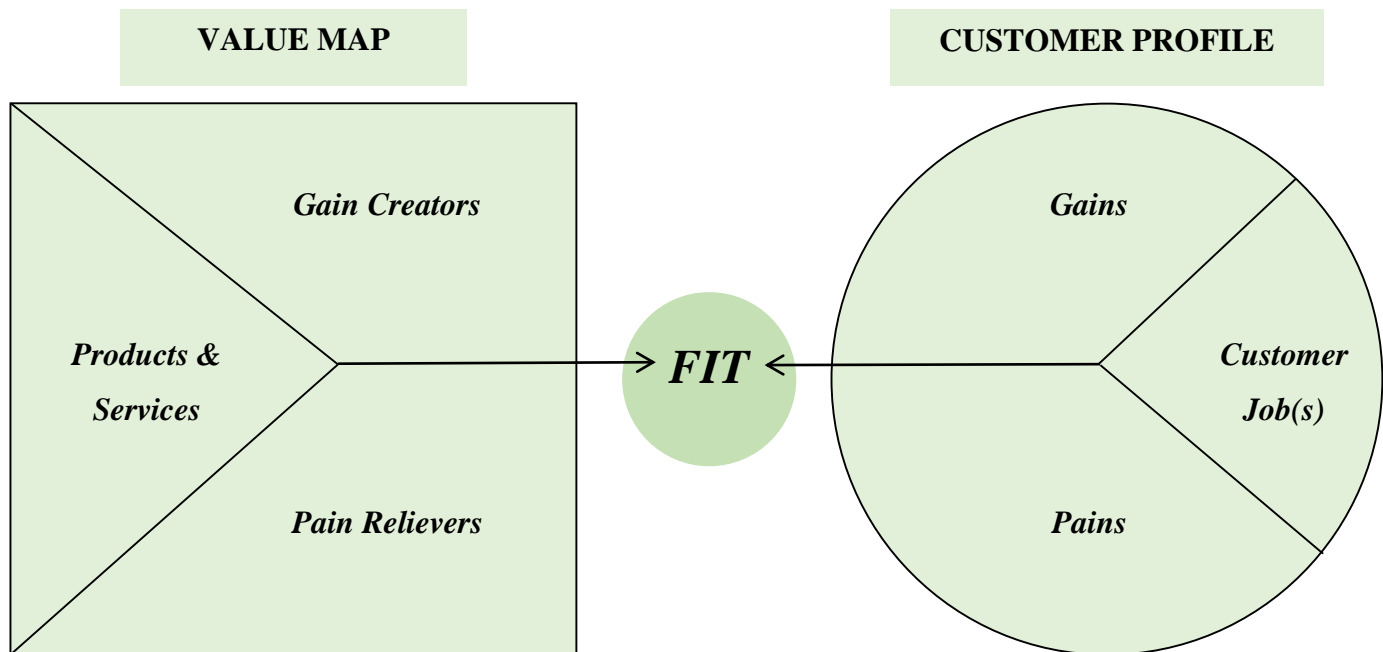


FIGURE 10. The Value Proposition Canvas (adopted from Osterwalder et al. 2014, 61)

Value Map

Value Map includes the well-structured and detailed list of benefits, which should be carefully considered and outlined by any company in order to attract customers. It consists of three significant components such as Products and Services, Gain Creators, and Pain Relievers. (Osterwalder et al. 2014, 6.)

Considering the first element, which is called “*Products and Services*”, the main idea is that a company should prepare a list of all the offered products and services. At the same time, they can be classified into four different categories including *physical / tangible* (i.e. manufactured goods), *intangible* (i.e. virtual goods, mobile app, copyrights, consulting, education, after-sales assistance, and so forth), *digital* (i.e. streaming media, e-books, music or video downloads, webinars, video tutorials, internet radio and TV, and so forth), and *financial* (i.e. investments, credit and loans, insurance, banking and cash, and so forth). (Osterwalder et al. 2014, 29.)

The second component is called “*Pain Relievers*” and it defines the means by which products and services can relieve particular customer pains. In particular, this component provides a lucid summary of how a company can either eliminate or reduce some aspects that irritate customers in the process of completing their jobs. Moreover, it is important to point out that it is not necessary to focus on all the pains and their relievers. Instead, it is more important to concentrate on a few most essential ones and consider products and services that will be able to alleviate those customer pains. For instance, some common pain relievers can include risk minimization, elimination of common mistakes and enhancement of the underperforming solutions. (Osterwalder et al. 2014, 31.)

The third component is called “*Gain Creators*” and it describes the possible ways of how products and services create customer gains. In other words, this element summarizes the possible ways of how not only required, expected and desired but also unexpected benefits can be produced. For example, some gain creators can include turning customer’s dreams and aspirations into reality, provide products and services that meet customer’s expectations or even go beyond the limits. In addition, both pain relievers and gain creators create and bring value for the customer. However, the channels by which they deliver this value differ from each other. (Osterwalder et al. 2014, 33-38.)

Customer Profile

Customer Profile includes a number of characteristics possessed by customer, which should be assumed, observed, and verified in the market. It consists of three important elements such as Customer Jobs, Pains, and Gains. (Osterwalder et al. 2014, 7.)

Regarding the first component, which is called “*Customer Jobs*”, the main idea is that there are various customer jobs that they are willing to accomplish. For example, jobs may include performing or completing tasks, resolving problems, and satisfying needs. There are three fundamental categories of customer jobs including *functional jobs* (i.e. compose a report or research paper, consume healthy food, provide an expert advice within a particular field etc.), *social jobs* (i.e. be perceived as skillful, qualified or competent in some particular fields, look trendy or fashionable etc.), and *personal / emotional jobs* (i.e. feeling secure and protected enough both at the workplace and at home etc.). At the same time, another type of customer jobs can be distinguished, which is called “Supporting Jobs”. It could be divided into three components such as “*buyer of value*” (i.e. compare various offers available on the market etc.), “*cocreator of value*” (i.e. compose a product review or feedback and post it online, become a part of the product development or testing teams etc.), and “*transferrer of value*” (i.e. subscription cancellation or reselling product to someone else etc.). (Osterwalder et al. 2014, 12-13.)

The second component is called “*Customer Pains*” and it describes aspects that prevent customers from getting their job done either partly or entirely. Three types of customer pains can be distinguished, including *undesired outcomes, problems, and characteristics* (i.e. the proposed solution for the problem does not work appropriately or at all, unfavorable side effects, product or service is too costly etc.), *obstacles or barriers* (i.e. the lack of time or resources to accomplish the task on time, disability to afford something etc.), and *risks* (i.e. a loss of credibility etc.). (Osterwalder et al. 2014, 14-15.)

The third element is called “*Customer Gains*” and it defines both the results and benefits that customers are willing to get in return. Four categories of customer gains can be distinguished, including *required gains* (i.e. any car should be able to drive), *expected gains* (i.e. a car’s exterior and interior design should be flawless), *desired gains* (i.e. car should have the navigation system or wireless connection to the smartphone in order to play music), and *unexpected gains* (i.e. cars being absolutely silent by changing from

gasoline engines to electric motors) that in some cases can turn into mainstream. (Osterwalder et al. 2014, 16-17.)

In addition, according to Cohan (2014), price-sensitive customers require some special treatment. For instance, it is essential to collect their opinions regarding the maximum price that they will be willing to pay for the product or service (Cohan 2014).

Fit

Fit can be reached when customers get very enthusiastic regarding the value proposition. Particularly, when important customer jobs are addressed appropriately, extreme customer pains are alleviated, and essential customer gains are created. Fit can be considered as the vital component of the value proposition design and requires a great effort to be acquired and retained. Moreover, it can break down into three stages including *problem-solution fit* (appropriate and relevant customer jobs, pains, and gains are distinguished and addressed with the help of the value proposition), *product-market fit* (the value proposition gets recognition in the market for the reason that customers respond and react to it in a positive way), and *business model fit* (take place when a company discovers a business model that is both scalable and able to yield profit or financial gain). (Osterwalder et al. 2014, 42-49.)

Furthermore, some business models possess a combination of several value propositions and customer segments. Thus, *multiple fits* should be present in order to enable the business model work properly. Two conventional business models that have multiple fits are the following: *intermediary* (selling products or services to end customers through an intermediary) and either *double-sided or multisided platform* (interaction between two or more parties) business models. (Osterwalder et al. 2014, 52-53.)

Furthermore, it might be even easier for IT companies to check whether Fit is achieved between the Value Map and the Customer Profile. According to Zwilling (2015), it is essential to get a feedback from the real customers after letting them to familiarize with a product's prototype or alpha version prior to its distribution. In particular, it should be checked whether developers and end consumers share the same excitement and delight regarding the product (i.e. software, application, and so forth). (Zwilling 2015)

4 COMMISSIONING COMPANY CASE

The case company of the Bachelor's thesis is Observis Oy which operates in IT industry mainly on the Finnish market. In particular, the company creates geographic information-based applications, ones that enable various organizations with offering smarter services to their clients. To be more precise, services compose visualized situational pictures by collecting data from the diversity of sources. In this case, situational awareness (SA) is playing its essential role by providing companies with valuable information on how to better understand clients' behavior, boost communications and raise operational effectiveness. (Case Company's website 2016.)

Observis Oy was established and registered in December 2010 by Tommi Kainulainen. Regarding the financial situation of the company, Observis Oy is continuing growing its business. The fiscal year 2015 was considered to be the most lucrative year so far for the reason that the turnover showed an upward trend from EUR 421000 in 2014 up to EUR 564000 in 2015. Thus, an increase equals to EUR 143000 or 34.1%. At the same time, net income showed a rapid growth from EUR 2000 in 2014 up to EUR 71000 in 2015. Therefore, an increase equals to EUR 69000 or 3450%. (Kauppalehti 2016.)

Besides the fact that the company's portfolio is full of innovative cases and services (see Table 1), this research paper will be focused only on the "Digital City Adventure". This topic was proposed by the company managers during the interview with the author of this research paper. Eventually, once the careful consideration was made, it was decided to choose this topic for the reason that it was believed by the author that she is able to make a great contribution to the event's development.

TABLE 1. Cases and services provided by Observis Oy (adopted from the company's official website)

<i>Cases</i>	<i>Services</i>
Tommi Mäkinen App	Ohjelmistopalvelut
Digitaalinen kaupunkiseikkailu / Digital City Adventure	Obshare-tilannekuvapalvelu

[Continues]

[Continues]

Hairio.info / South Savonia Rescue Department	X-routes mobile game
Jurassic App / Profest	Mappini
Seutuhaku.fi / Miset	Mobile applications

The key reason why this topic was proposed by the company managers is that the future of the “Digital City Adventure” is not defined yet. To be more precise, it should be studied in this research paper whether the event has any potential in terms of the business development. The current situation is that the event has been organized for three years (this year in will be organized for the fourth time) in a row and the main issue is that it does not generate any profit for the company.

Furthermore, according to the news section on the company’s official website, Digital City Adventure will also take place during the Nordic World Ski Championship 2017, which will be held in Lahti. Observis Oy got this privilege by obtaining the first place in innovation contest called “Living harbor of Lahti”. The competition was organized for the purpose of finding innovative products and services that will vivify public spaces. Therefore, Observis Oy will be able to promote the “Digital City Adventure”, while providing the abundance of enthralling gameplay. At the same time, players will be able to explore the city from the unusual and astonishing angles. However, it should be noted that this game will not be similar to what is organized in Mikkeli. (Case Company’s website 2016.)

5 RESEARCH METHODS AND DATA COLLECTION

First of all, this chapter gives an overview of the research purposes, approaches and methods. Once their description will be presented, the most suitable ones will be chosen and their choice will be specified. Moreover, the author of this research paper will then focus on the guidelines for designing both the interview and questionnaire questions. Since this will be done, both the data collection methods (qualitative and quantitative) will be meticulously described and their choice for this particular research paper will be

stated. Another part of this chapter is devoted to discussing how the results from both the data collection methods should be analyzed and interpreted. Finally, criteria for assessing the research trustworthiness will be mentioned. Looking ahead, all this theoretical knowledge will be applied in the next chapters.

5.1 The Research Objective and Research Questions

At this point, the author believes that it is important to remind the reader of both the research objective and research questions, even though they were already mentioned in chapter “1 Introduction”.

The objective of this thesis is to *describe, visualize, assess and suggest improvements for the current business model with the aim of building better relationships among the company managers, event managers, participants and stakeholders*. The following research questions should be answered in order to achieve the research objective:

RQ1: “What should be improved in the event planning and management processes from the perspectives of the company managers, event managers, stakeholders, and participants?”

RQ2: “Which components of the Business Model are still relevant and which are obsolete?”

RQ3: “What kind of new ideas should be created in order to expand the boundaries of the current business model and improve competitiveness?”

RQ4: “What should be improved in the business model in order to meet unsatisfied, new, or hidden participants’ needs?”

RQ5: “What are the possible challenges that will be likely faced when trying to create new business model options and how should they be overcome?”

Looking ahead, all the research questions will be fully answered in chapter “7.2 Responses to the Research Questions” through utilizing not only the theoretical knowledge but also the gained data (both primary and secondary).

5.2 Research Purpose, Approach, and Methods

First of all, it is essential to understand the difference between four research purposes, which may be *exploratory*, *descriptive*, *explanatory* and *evaluative*. In the case of the *exploratory studies*, a researcher is trying to discover a topic (i.e. an issue, problem or phenomenon) of interest from the different angles and gain an insight into its vital components. It is important for the researcher to bear in mind that exploratory research requires personal traits such as flexibility and adaptability. *Descriptive research* is usually based on some previous data, which was gathered through the exploratory research. However, in this case, a researcher is trying to get a closer look at some issue, problem or phenomenon in order to get a clearer picture of its nature and components. *Explanatory research* tends to study and explain causal relationships between some particular variables. *Evaluative research* aims at investigating the performance or effectiveness of, for instance, marketing campaign or business strategy. Once the needed data is gathered, there is an opportunity to compare it with some previous findings. Furthermore, it is not restricted to combine more than one research purpose in a way that will benefit the research paper. (Saunders et al. 2016, 174-176.) Therefore, it can be concluded that this research paper tends to be an exploratory research due to the fact that its purpose is to discover the topic from the different perspectives (i.e. company managers, event managers, event stakeholders and participants) and angles.

Secondly, it is crucial to choose the *research approach*, which is suitable for this research paper, as it will further influence the choice of the research design. According to Saunders et al. (2016, 144), there are three possibilities to choose from: *deductive*, *inductive* and *abductive approaches*. Due to the fact that any research paper has theories (literature review) and data (which is collected throughout the research), the only difference is how those two entities should be treated. In the case if *deductive approach* is chosen, the research paper will firstly focus on composing the relevant theoretical foundation (i.e. academic literature) and only after that the data will be collected in order to test the theory. To put it another way, a researcher should find theory and try to apply it to a specific phenomenon. As a result, the collected data will either approve or disapprove this theory that the researcher was trying to apply. (Saunders et al. 2016, 144-150.)

By contrast, by choosing the *inductive approach*, a researcher will firstly collect the data in order to explore a phenomenon and only after that the literature review will be done. In other words, researcher is trying to formulate the theory after collecting the data, which might be challenging and more difficult to manage, compared to the deductive approach. Moreover, truly inductive research papers should not have any references to other sources, which makes them quite unique. Likewise, *abductive approach* is also about going from data to theory but it is more complicated, compared to inductive approach. The most noticeable difference is that by using the abductive approach, the amount of data should be limited and not exceed the amount of theory. (Saunders et al. 2016, 144-150.) Based on the provided description of three possible approaches, it was chosen to use the deductive approach for this research paper due to the fact that the researcher has already composed the theoretical foundation and from now on will focus on data collection.

Thirdly, the definition of the *research design* should be given in order to get a lucid picture of how the research should be carried out. According to Saunders et al. (2009, 163), *research design* is the general plan, which comprises the following key components:

- strategy for answering research question(s) should be created
- by analyzing the research question(s), a clear research objective should be formulated
- description of the sources, through which the researcher will collect the needed data, should be performed
- the most suitable framework for analysis the gathered data should be designed
- ethical issues should be taken into consideration
- the possible limitations of the research should be discussed

Fourthly, it is necessary to choose the *research methods* that are relevant for this particular research paper. First of all, the difference between qualitative and quantitative research should be understood. Due to the fact that this research paper will use both methods, it was decided to provide their profound description down below.

Qualitative Research Method

Qualitative method is broadly used when research is focused on generating, analyzing and interpreting non-numeric data. Moreover, this method enables researchers to get new insights as well as reveal inner meanings of some particular phenomenon. (Quinlan et al. 2015, 124.)

Regarding the *interviews*, Eriksson and Kovalainen (2016, 93-95) suggested to divide them into three types. The first one is called “*structured and standardized interviews*”. The main idea behind this interview type is that the researcher is coming to the interview with the pre-designed set of standardized questions. At the same time, there is no chance that those questions can be paraphrased or changed in any way during the interview. To put it another way, researcher is not able to deviate from the predetermined list of questions. The only exception is that researcher can explain the meaning of the questions in the case if they are not understandable for the interviewees. Meanwhile, no changes in the wording or order of sentences can be done. In addition, no charisma is needed from the researcher when conducting this type of interview. (Eriksson and Kovalainen 2016, 93-94.)

“*Guided and semi-structured interviews*” is the second interview type. Its main idea is that there is also a pre-designed list of topics or themes, which should be covered during the interview. However, this interview gives more freedom for both the interviewer and interviewee. To be more precise, the interview questions can be asked in any order and with the use of synonyms. Therefore, the overall interview tone is notably changing from being formal (in the case of the previous interview type) to informal and even conversational. (Eriksson and Kovalainen 2016, 94-95.)

The third interview type is called “*unstructured, narrative, informal and open interviews*”. The key idea behind this type is that there is a free format of conducting an interview, which enables the researcher to explore the subject in depth from the interviewee’s point of view. To put it another way, there might be a set of guiding questions or topics but it is not necessary. Meanwhile, it is recommended to define at least the interview topic in advance. (Eriksson and Kovalainen 2016, 95.) In the context of this research paper, the interviews with the company managers, event managers, event

stakeholders and event participants will be conducted by using the *guided and semi-structured interview* type.

Regarding the *observation*, Eriksson and Kovalainen (2016, 99-102) have stated that it is a crucial social science method of collecting empirical data. Numerous observation techniques exist from which the researcher can choose the most appropriate one for his or her research. Generally, based on the book of Eriksson and Kovalainen (2016, 99-102), those techniques can be categorized the following way:

— *Participant and non-participant observation*

It should be clearly defined whether the researcher becomes a participant of the situation (i.e. culture or context), which he or she is trying to observe. Concerning this research paper, it was decided to choose the participant observation, which will enable the researcher to explore the event (“Digital City Adventure”) from the different angles.

— *Obtrusive and non-obtrusive, or disguised and non-disguised observation*

Whether the research participants are informed (i.e. when and for how long) that they are observed. Regarding this research paper, it can be stated that both the company managers and event managers were informed that they will be observed during the “Digital City Adventure”. However, none of the event participants knew about the researcher’s observation due to the fact that it was nearly impossible to do (inform prospective participants prior to the event). Nevertheless, the researcher’s attention was mainly dedicated to the overall event organization, instead of its participants.

— *Observation in natural and contrived settings*

It should be decided whether the observation will be done in a setting that was either deliberately created or arisen naturally and spontaneously (without researcher’s involvement). In terms of this research paper, an observation will be done during the “Digital City Adventure” event that will take place between September 30th and October 1st. Thus, no contrived setting will be used.

— *Structured and non-structured observations*

According to Creswell (2014, 190), researcher can collect notes during the observation in either unstructured or semi-structured way. Moreover, it should be decided prior to the observation day whether the checklist is needed. To put it another way, the checklist can include topics that should be observed with more attention. (Creswell 2014, 190.) For instance, in terms of this research paper, the checklist was prepared in advance.

Furthermore, Eriksson and Kovalainen (2016, 100) have stated that the key limitation of this method is that it does not provide a comprehensive understanding of participants' thoughts and motivations. Hence, it is suggested to obtain this information by conducting interview with people. However, in the case if observation is done together with the interview, the received data can be considered as highly valuable and profound. Another important limitation to note is the fact that ethical issues should be carefully thought by the researcher. It can be considered as the limitation due to the fact that not all the participants of the researcher's observation will give their permission of doing both video and photo shootings. The solution for this issue can include asking the participants' permission and confirm their positive response by signing the paper. Otherwise, in the case if people are not aware of their information (i.e. any materials with their participation) being collected, it might be considered as invasion of privacy and, thus, abusive. (Eriksson & Kovalainen 2016, 100.)

Quantitative Research Method

Quantitative method is used when there is a need in examining the relationships between two or more variables. In other words, it can be used to find out whether variables are interdependent or not. (Saunders et al. 2016, 166.)

Saunders et al. (2016, 436-437) define *questionnaire* as the data collection method in which individuals (i.e. event participants) are asked to respond to the predetermined set of questions. Moreover, it is recommended to consider appropriate ordering of the questions and their separation into sections. Thus, it will be easier for people to understand the logic behind the questionnaire. Two types of the questionnaire can be distinguished, including *self-completed* (i.e. distributed and collected through the Internet, by post or by hand to each respondent) and *interview-completed* (i.e. asked by telephone or during

the face-to-face conversation). In the context of this research paper, it was decided to use the self-completed questionnaire (post-event survey) due to the fact that it will be distributed in the Internet. (Saunders et al. 2016, 436-440.)

Mixed Research Method

Due to the fact that this research paper will combine both the qualitative and quantitative methods, it can be concluded that the mixed method will be used. Therefore, it is essential to outline how those two methods will be combined. Practically, there are three possible options to choose from. The first mixed method is called “*concurrent*” and its basic idea is that both the qualitative and quantitative methods are collected and analyzed together. The second mixed method is called “*sequential exploratory*” and its basic idea is that qualitative method is followed by quantitative or vice versa. The third mixed method is called “*sequential multi-phase*” and is quiet similar to the previous mixed method. However, the main difference is that this mixed method comprises multiple phases of both the data collection and analysis. For instance, qualitative method is followed by quantitative method, then again by qualitative method. In the context of this research paper, the “*sequential exploratory*” mixed method will be used due to the fact that qualitative and quantitative data will be collected and analyzed separately. (Saunders et al. 2016, 169-172.)

To conclude this chapter, it is should be pointed out that the *primary data* will be collected through the above-mentioned methods. At the same time, *secondary data* will be provided by the company managers and will include statistics regarding the use of platform (i.e. number of registered, active and not active players, and so forth).

5.3 Designing Questions for the Interviews and Questionnaire

This chapter contains information that should be taken into account when designing questions for the interviews and questionnaire. Therefore, it is divided into two topics such as “questions for the interview” and “questions for the questionnaire”.

Questions for the Interviews

According to Eriksson and Kovalainen (2016, 95), there are five types of interview questions, which choice should be carefully considered beforehand. It should be pointed out that there is no strict rule that some types cannot be combined together. However, it is advised to use the same types for the whole set of the interview questions. (Eriksson & Kovalainen 2016, 95.)

Firstly, it should be decided by the researcher whether the *open or closed interview questions* will be used. The main difference is that open questions stimulate the interviewee to go into detail regarding the topic being asked. By contrast, closed questions are primarily asked with the aim of getting some facts. (Eriksson & Kovalainen 2016, 96.)

Secondly, the complexity of the questions should be considered. To put it another way, it should be decided whether *simple or complex interview questions* will be used. It is advised to use simple questions instead of complex ones due to the fact that interviewee might find it difficult to respond. (Eriksson & Kovalainen 2016, 96.)

Thirdly, it should be determined whether *neutral or leading interview questions* are suitable for the interview. Due to the fact that leading questions might cause negative reaction in some cases, it is advised to use neutral questions as they are politer to ask. (Eriksson & Kovalainen 2016, 96.)

Fourthly, it should be considered by the researcher whether he or she will be using *direct or indirect interview questions*. However, researcher should bear in mind that direct questions might sound either rude or offensive in some cases (i.e. when questions are related to age, religion, politics, income, and so forth). Meanwhile, there is nothing wrong with choosing direct question as they can provide clear and specific information. The only issue that should be investigated is whether your direct interview questions can be interpreted as the rude ones. (Eriksson & Kovalainen 2016, 97.)

Fifthly, it should be decided by the researcher whether he or she will use not only *primary* but also *secondary interview questions*. There is no doubt that primary questions will be used in any set of the questions. Therefore, there is a question of whether it is

important to include also secondary questions. Practically, secondary questions are asked in order to clarify meaning or get some additional information regarding the topic. (Eriksson & Kovalainen 2016, 97.)

In the context of this research paper, both open and closed interview questions will be created. At the same time, it will be ensured that interview questions are not complex and their meaning can be easily understood by the interviewees. Moreover, neutral interview questions will be composed in order to avoid pre-assumptions. Regarding direct and indirect interview questions, it can be stated that both will be used. Likewise, both the primary and secondary interview questions will be composed for all the interviews. More details concerning the interview questions can be found in chapter “5.4.1 *Qualitative Data*”.

Questions for the Questionnaire

Careful design of the questionnaire is crucial due to the fact that it has a direct effect on issues such as reliability and validity of the collected data as well as on the response rate. Saunders et al. (2016, 439) outline some essential steps that should be undertaken in order to get the best possible result out of the questionnaire, including:

- meticulous design of each and every question
- in the case of an online questionnaire, both the usability and user interface design affect the overall willingness to respond
- purpose of the questionnaire should be crystal clear to any respondent
- anonymity of the respondents' answers should be stated in the beginning of the questionnaire (in the case of online questionnaires, it is usually written on the top of the web page together with the general description)
- pilot testing should be performed before the link (in the case of online questionnaire) will be send to potential respondents

Moreover, there are three strategies for designing questions for the questionnaire. The first option is to adopt questions that were already used in other questionnaires. There is nothing wrong in doing that, except from the fact that plagiarism issues should be considered when including questions into the research paper. The second option is to adapt questions that were previously used in other questionnaires. To put it another way,

researcher should paraphrase questions so that they will match the context (i.e. research objective and question(s)) of the research paper. The third option is about creating your own questions. Even though it is a time-consuming process, it can provide superb results. (Saunders et al. 2016, 452.) Furthermore, according to Saunders et al. (2016, 445) three types of data variable can be distinguished, including:

- factual or demographic (i.e. gender, age, occupation, marital status, education, income, and so forth)
- opinions (i.e. what participants liked / disliked about the event) and attitudes
- behaviors (i.e. willingness to recommend something to someone) and events

Even though more information regarding the post-event survey will be presented in chapter “5.4.2 *Quantitative Data*”, it should be stated that the questionnaire design will be done by following all the recommendations, which were provided above.

5.4 Data Collection

This chapter is devoted to outlining how both the qualitative and quantitative data was collected for this research paper. Moreover, it is divided into two subchapters such as qualitative (i.e. interviews and observation) and quantitative (i.e. post-event survey) data collection methods.

5.4.1 Qualitative Data

This chapter aims to describe how the interviews were conducted as well as how the observation was done by the researcher. Interviews were carried out for the purpose of getting the valuable information that will be further used in order to answer the research questions. Furthermore, it is important to note that both the observation and post-event survey will also provide results that will be beneficial in terms of answering the research questions and meeting the research objective.

Interviews

Nine interviews were conducted for this research. At the same time, more detailed information regarding the dates and duration of each interview can be found in *Table 2*.

TABLE 2. Dates when interviews were conducted and their (interviews') duration

	The interviewee	Interview duration	Date
Interview with the company managers	Respondent A (CFO) Respondent B (COO)	1 hour 5 min	11.10.2016
Interview with the event managers	Respondent C Respondent D	1 hour 9 min	11.10.2016
Interview with the event participants	Respondent G	5 min	12.10.2016
	Respondent H	5 min	
	Respondent I	6 min	
	Respondent J	14 min	
	Respondent K	9 min	16.10.2016
Interview with the event stakeholders	Respondent L	8 min	13.10.2016
	Respondent M	3 min	25.10.2016

Due to the fact that each group was interviewed with the different set of questions, it is important to consider them separately not only in this chapter but also when presenting findings and analyzing them in chapter “6.1.1 *Qualitative Data*”.

— *Interview with the company managers*

Once the “Digital City Adventure” has finished, it was proposed to the company managers whether it will be possible to have an interview and which date and time will suit them. For that purpose, the Doodle survey (platform for creating the surveys with the aim of choosing the most suitable dates and times for having a meeting) was created one week before the actual interview was conducted. It is important to note that the interview was conducted with both the CFO (Chief Financial Officer) and COO (Chief Operating Officer) at the same time. Even though some interview questions were paraphrased or their meaning was explained, not a single one of them was omitted. Moreover, interview questions can be found in *Appendix 1*. Since the interview was recorded, its full transcript is presented in *Appendix 5*. Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability.

— *Interview with the event managers*

Even though four event managers were involved in the “Digital City Adventure”, two of them made the most contribution into its planning and the actual implementation. Taking this into account, exactly those two event managers were chosen for the interview. The first event manager was hired one month before the event and was responsible for the whole planning process, including marketing. By contrast, another event manager was involved in the “Digital City Adventure” from the very beginning when it was first organized in 2013. Moreover, this event manager was responsible for designing the visual appearance of the platform (www.dks24.fi) including the user interface, graphics and colors. Meanwhile, Observis Oy was responsible for the technical side of the game. The appropriate date and time for the interview was chosen by using the Doodle platform. The same as with the company managers, even though some interview questions were paraphrased or their meaning was explained, not a single one of them was omitted. Furthermore, interview questions can be found in *Appendix 2*. Since the interview was recorded, its full transcript is presented in *Appendix 6*. Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability.

— *Interview with the event stakeholders*

Interviews with the event stakeholders were conducted separately due to the fact that those respondent work in different companies and their schedule is pretty busy for a couple of weeks ahead. Nevertheless, both of the event stakeholders were contacted via email, which included background regarding the thesis purpose, proposal for an interview and an attached file with questions. Therefore, dates and times were chosen by the event stakeholders along with the venue. The same as with the previous interviews, even though some interview questions were paraphrased or their meaning was explained, not a single one of them was omitted. Furthermore, interview questions can be found in *Appendix 3*. Since the interview was recorded, its full transcript is presented in *Appendix 7*. Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability.

— *Interview with the event participants*

Respondents for this interview were chosen during the “Digital City Adventure” event and were asked whether it will be possible to conduct an interview with them in the nearest future. We have exchanged the phone numbers and added each other in social networks (i.e. Facebook and VK) in order to keep in touch. Afterwards, the group chat in Facebook was created in order to choose the most suitable date and time. As the result, four out of five event participants were interviewed during the October 12th. Even though all four interviewees were at the same place and time, they were all interviewed in a separate room one by one. One out of four event participants was interviewed on October 16th. Furthermore, interview questions can be found in *Appendix 4*. At the same time, it was decided not to provide the transcript of the interview due to the fact that it is not that relevant to repeat their answers word for word. Nevertheless, summary of the responses can be found in chapter “6.1.1 *Qualitative Data*” along with analysis.

Observation

Observation was done by the researcher during the “Digital City Adventure” event that was held in Mikkeli between September 30th and October 1st. The researcher was part of the event management team and was responsible for standing on the checkpoints

around the city. By having this role, researcher was able to explore the event from the different angles and get all the valuable information. Prior to the observation, the checklist (list of topics that should be observed) was created.

5.4.2 Quantitative Data

Post-event survey

The post-event survey for the “Digital City Adventure” was created one week before the event. Once the English version of the survey was designed, it was sent to the company managers who were responsible for translating the survey questions into the Finnish language. Afterwards, when the translated text (description of the survey, questions and response options) was received, another version was created. Once the “Digital City Adventure” has finished, the post-event survey was distributed among the social networks (Facebook and VK).

5.5 Analyzing the Data

This chapter aims at describing the most appropriate ways, in which the data analysis for both the qualitative and quantitative data will be done. It is important to note that data (both qualitative and quantitative) will be analyzed separately.

Qualitative Data Analysis

According to Saunders et al. (2016, 572), it is essential to *audio-record* and subsequently *transcribe* interviews in order to get reliable data for further analysis. At the same time, it is crucial to *video-record* and *take notes* during the observation in order to keep the overall integrity of the received information. Furthermore, it is advised to include the contextual information (i.e. interviewees’ voice tone as well as their non-verbal communications) into the interview transcript. Another key point noted by Saunders et al. (2016, 576) is that in order to compress long sentences into briefer ones, the *transcript summaries* can be used. In other words, besides writing the interview transcript (word for word copy of the speech), the transcript summary can be highly useful when analyzing the qualitative data (Saunders et al. 2016, 572-578).

Nevertheless, in terms of this research paper, it was decided to prepare a transcript for the interviews with the company managers, event managers and event stakeholders. Moreover, some of the interviewees' responses will be underlined in text. This will be done in order to highlight parts of the speech, which were emphasized by the interviewees with the voice tone. At the same time, the interview summaries will be done and organized into tables for all the conducted interviews, including the interview with the company managers, event managers, event stakeholders and event participants.

Quantitative Data Analysis

According to Creswell (2014, 162), there is a number of steps that should be undertaken in order to perform analysis of the quantitative data. The first step requires writing the report regarding the number of people who did not reply to the survey. In other words, those people can be called as the “*nonrespondents*”. (Creswell 2014, 162.) Due to the fact that the number of active players for the “Digital City Adventure” will be provided by the company managers, the only task will be to calculate the percentage out of this number.

The key idea behind the second step is that the researcher should take into consideration the *response bias*. To put it another way, it should be studied whether the questionnaire results will vary to a great extent in the case if those nonrespondents would have responded. However, it can be considered as the tricky issue to be easily solved. In some cases, it is advised to search for those people, who did not answer the survey questions and try to interview them. As a result, the researcher will be able to conclude whether the responses (both for the survey and interview) differ to a large degree. The third and the final step is devoted to *presenting the questionnaire results by using tables and / or figures*. Once this will be done, researcher should interpret the received data and draw conclusions. (Creswell 2014, 162-163.)

5.6 Trustworthiness of the Research

According to Eriksson and Kovalainen (2016, 305), three criteria for evaluating the research quality can be distinguished, including *reliability, validity and generalizability*. *Reliability* is a common and broadly used criteria for research assessment. Its basic idea is that it tells the researcher to which extent a scope, course of action or tool provide the

same findings in the case of repeated trials. To put it another way, the similar output should be obtained if someone will try to replicate the research. At the same time, the main idea behind the *validity* is that it should concern the extent to which conclusions drawn in research paper reflect findings. To put it another way, it should be stated whether the findings were described and explained precisely or not. *Generalizability* deals with the question of whether the research findings can or cannot be applied to another research of either similar or different topic. (Eriksson & Kovalainen 2016, 305-307.)

However, it should be mentioned that in some cases the reliability and validity can be replaced with the parallel concept called “*research trustworthiness*”, which includes aspects such as *credibility, transferability, dependability and confirmability*. Those aspects are commonly used by researcher when assessing their research paper. Thus, it is essential to describe each aspect in more details. The main idea behind the *dependability* is that it should be ensured by the researcher that the whole research process has been well documented, easily traceable and logical. To put it another way, any reader of the research paper should be able to understand its core meaning (i.e. objective, question(s) method(s), result(s) and conclusion). Regarding the *transferability*, researcher should be responsible for demonstrating the degree to which his or her research is similar to previous findings and other research results. When assessing *credibility*, it should be clearly stated whether the researcher is knowledgeable enough in some particular field. In other words, researcher should understand all the aspects related to the topic, based on which he or she will write their research paper. Moreover, researcher should be able not only to logically link the findings but also interpret them in an appropriate way. Meanwhile, *conformability* refers to researcher’s ability to masterly explain the data so that its meaning is clear for everyone reading the research paper. (Eriksson & Kovalainen 2016, 307-308.)

6 RESEARCH RESULTS

This chapter is devoted to presenting the results of this research paper together with the analysis of findings. For the sake of completeness, analysis will be supplemented with tables (i.e. interviews, observation and post-event survey) and figures (i.e. secondary data).

6.1 Primary Data

According to Saunders et al. (2016, 316), *primary data* is always collected by the researcher and particularly for the purpose of his or her research paper. Hence, this chapter is devoted to describing both the qualitative and quantitative data results. Moreover, analysis of the findings will be also performed by the author.

6.1.1 Qualitative Data

This chapter aims to present the research findings in terms of the qualitative data. To be more precise, results from all the interviews will be presented with the help of tables. Moreover, after each table, the analysis of the findings will be provided. Regarding the observation, researcher's findings and their analysis will be also sufficiently covered in this chapter.

Interview with the Company Managers

In order to provide reliable and authentic information, it was decided to provide the transcript of the whole interview with the company managers. Therefore, **Appendix 5** contains the interview questions along with the answers for them from both the *Respondent A* (CFO) and *Respondent B* (COO). Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability. The interview recording can be provided upon request.

Notwithstanding the provided transcript, it is essential to give the reader an overview of the interview content. All things considered, it seems reasonable to provide the interview summary along with the further analysis of the company managers' responses.

Furthermore, due to the fact that the interview was divided into four themes, it seems reasonable to present the summary in separate tables. It is done so in order to simplify the reader's perception of information. Hence, *Table 3* will include the interview themes (paraphrased interview questions regarding the general information) along with the company manager's responses.

TABLE 3. The interview themes and company managers' responses along with their analysis

The interview themes	The company managers' responses and their analysis
General information	
<ul style="list-style-type: none"> — purpose, goals and objectives of the event — whether the vision is shared among the event managers — licenses and permits needed for organizing the event — fundraising — cost structure of the event — involvement of sponsors — future plans regarding the event 	<p>As the <i>respondent A (CFO)</i> said, “<u>Originally, the event idea was to prevent young people from dropping out of the society</u>”.</p> <p>Concerning the vision, it was stated that <u>not all the event managers are sharing the same vision</u> regarding the event, which can be considered as the serious problem. <i>Respondent A (CFO)</i> said that “We have one vision and event managers have their own vision. <u>Partly it was shared but the most part was not</u>”. Regarding the licenses and permits, it was stated by the <i>respondent A (CFO)</i> that “As our organization, we did not take care of any licenses and permits”. Even though there is a number of paper work that should be done before the event, the event manager Y mostly took care of those. Event was <u>funded with the public money</u>. At the same time, <u>one bank and one insurance company also made some monetary contribution</u> to the event. Regarding the cost structure of the event, it was stated by the <i>respondent A (CFO)</i> that “Our money goes to <u>salaries</u> because it is basically coding and arranging things”. At the same time, some money was spent on the <u>marketing materials</u> (i.e. banners, posters, handouts) as well as for the <u>artists’</u> ...</p>

[Continues]

[Continues]

	<p>... (who were performing during the opening and closing ceremonies) <u>salary</u>. Concerning the sponsorship, there was a <u>cooperation with various local associations</u> meaning that both the <u>in-kind and location sponsors were involved</u>. <i>Respondent B (COO)</i> said that “Basically, we are providing the possibility (i.e. promotion of their products, services, clubs, memberships, and so forth) for them, while they are providing activities for the checkpoints”. When talking about the future plans for the event, it was stated by the <i>respondent A (CFO)</i> that “<u>Next year we hope that our part will be only to provide the technology</u>. As long as there is no sizable revenue for us, we want to have the smallest possible role (only as the technology provider)”.</p>
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Table 4 aims to present both the interview themes (paraphrased interview questions) and the company managers’ responses. To be more precise, interview themes in this table are related to the time period before the “Digital City Adventure” event.

TABLE 4. The interview themes and company managers' responses along with their analysis

The interview themes	The company managers' responses and their analysis
Before the event	
<ul style="list-style-type: none"> — the choice of dates and location / venue (opening and closing ceremonies) — stages of the event planning — the choice of an appropriate number of event managers and criteria to assess their knowledge, skills and experience — collection of the marketing information 	<p>Appropriate dates for the event were chosen based on one main criterion, which is the fact that <u>the study year in local universities (MUAS and Aalto University) should start</u>. Otherwise, not enough students will be in the city, which means that one target (customer) segment will not be present. At the same time, the appropriate location for the opening ceremony was chosen based on the fact that <u>it should be easily found by everyone and be able to accommodate all the players</u>. On the other hand, the location for the clothing ceremony was easily chosen due to the fact that tickets for the hockey game were already provided. Therefore, there was no doubt that the closing ceremony should be held near the hockey stadium. Regarding the event planning and the most time-consuming stages, it was stated by the <i>respondent A (CFO)</i> that “Finding the checkpoint sponsors takes time because you have to talk to people and meet them. In calendar time, I think that it is probably the longest stage”. At the same time, it was noted that <u>it is all done during the last week in huge panic</u>. At the same time, <u>associations</u> (i.e. in-kind and location sponsors) <u>took care of estimating the appropriate ...</u></p>

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	<p>... <u>number of event managers</u> needed for the checkpoints. <i>Respondent B (COO)</i> noted that “On some checkpoints there was no one, while on some there were either one or several people”. Moreover, it is important to point out that <u>no marketing information</u> (i.e. the number of attendees and their demographics, marketing performance and effectiveness, participants’ expectations and satisfaction) <u>was collected from the previous event</u> for the purpose of better allocation of the marketing resources this year.</p>
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Table 5 illustrates the interview themes (paraphrased interview questions) along with the company managers’ responses. To be more precise, interview themes in this table are related to the time period during the “Digital City Adventure” event.

TABLE 5. The interview themes and company managers’ responses along with their analysis

The interview themes	The company managers’ responses and their analysis
During the event	
<p>— problems that required involvement of the company managers</p>	<p><i>Respondent A (CFO)</i> said that “During the game, there was one bug that was fixed during the night between Friday and Saturday (September 30 – October 1). That was the case where we were involved during the event”. To put it another way, no other organizational issues required the company managers’ involvement.</p>

Table 6 is devoted to summarizing both the interview themes (paraphrased interview questions) and company managers' responses. To be more precise, interview themes in this table are related to the time period after the "Digital City Adventure" event.

TABLE 6. The interview themes and company managers' responses along with their analysis

The interview themes	The company managers' responses and their analysis
After the event	
<ul style="list-style-type: none"> — feedback discussion with the event managers — outcome of the event 	<p><i>Respondent B (COO)</i> stated that "We shared some sentences just after the game. It was short, just like two minutes". Therefore, it can be concluded that <u>no feedback discussion was organized</u> in order to share the opinions regarding the event. Regarding the event outcome, it was successful in terms of the fact that the platform was completely rebuilt before the game. At the same time, <u>only one bug was found during the game</u>, which was not fatal and could be fixed in a way that the points were correct. Furthermore, compared to the previous years, <u>the total number of registered and active players has noticeably increased</u>.</p>

Above all, it should be noted that there was no shared vision among company managers and event managers. It can be considered as the critical issue for the reason that the allocation of resources was not done in the most efficient way. To put it another way, everyone was doing what he or she believes should be done. Therefore, everyone had their own vision (i.e. purpose, goals and objectives) regarding the event. As the result, everyone achieved what they were aiming for. However, the overall picture (the outcome of the "Digital City Adventure" event) differs significantly. Thus, it can be advised to use the SMART acronym (theoretical description can be found in chapter "2.3 *Managing Events: Careful Planning and Systematic Monitoring*") when outlining the

purpose, goals and objectives of the event. Once this is done, the overall vision should be shared among the whole team of both the company managers and event managers during the meeting prior to the event. However, this suggestion will be discussed more in chapter “7.3 Recommendations for the Case Company”.

Another key thing to remember is the importance of the feedback discussion. As it was stated by the company managers, there was no feedback discussion with the event managers after the event. However, its importance should not be underestimated due to the fact that it may reveal some developmental directions. At the same time, people always tend not to share their ideas unless they are asked to. In this case, it is essential to schedule the feedback discussion not only after but also before the event and give the floor to anyone, who is willing to share his or her point of view. Nevertheless, not only the event managers should be asked to share their points of views but also the event stakeholders (i.e. in-kind and location sponsors). They should be also able to express their ideas before and after the event. However, this recommendation will be further discussed in chapter “7.3 Recommendations for the Case Company”.

Interview with the Event Managers

The same as with the previous interview, in order to provide reliable and authentic information, it was decided to provide the transcript of the whole interview with the event managers. Thus, **Appendix 6** contains the interview questions along with the answers for them from both the *Respondent C* and *Respondent D*. Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability. The interview recording can be provided upon request.

Notwithstanding the provided transcript, it is essential to give the reader an overview of the interview content. All things considered, it seems reasonable to provide the interview summary along with the further analysis of the event managers’ responses. Hence, *Table 7* will include the interview themes (paraphrased interview questions regarding the general information) along with the event manager’s responses.

TABLE 7. The interview themes and event managers' responses along with their analysis

The interview themes	The event managers' responses and their analysis
General information	
<ul style="list-style-type: none"> — previous experience of being the event manager 	<p><i>Respondent C</i> said that it was her <u>first time of being part of the event managers team for the “Digital City Adventure”</u>. However, she <u>had some previous experience</u> of being the organizer for the international educational conference last summer. At the same time, <i>respondent D</i> was responsible for <u>designing the whole game concept</u> (i.e. user interface, graphics, colors, and so forth).</p>

Table 8 aims to present both the interview themes (paraphrased interview questions) and the event managers' responses. To be more precise, interview themes in this table are related to the time period before the “Digital City Adventure” event.

TABLE 8. The interview themes and event managers' responses along with their analysis

The interview themes	The event managers' responses and their analysis
Before the event	
<ul style="list-style-type: none"> — marketing channels used in order to reach potential event participants — risks related to the event — risk minimization and elimination — safety of the participants 	<p>Regarding the marketing, it was said by <i>respondent C</i> that “<u>Not enough marketing was done because of the too short period of time</u>”. Nevertheless, social media marketing (i.e. Facebook and Instagram) was done along with two radio interviews given to the local radio station.</p>

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<ul style="list-style-type: none"> — information provided by the company managers (i.e. event schedule) — division of the responsibilities — the choice of the location for the checkpoints 	<p>Risks related to the “Digital City Adventure” may include the following five aspects: (1) platform (www.dks24.fi) might not work properly or at all, (2) insufficient funding, especially in the case of prizes for the winners, (3) absence of the event managers due to sickness or other unexpected conditions that might occur, (4) small number of registered and active players, and (5) possibility of getting into accident (in the case with players driving their bikes really fast around the city). In order to minimize the possible risks, <i>respondent D</i> suggests that <u>triple check</u> should be performed during the planning stage. At the same time, there should always be <u>plan A and plan B</u>, in the case if something will go the wrong way. <u>The safety of the participants was carefully considered and outlined in the security plan</u>, which was prepared beforehand. Due to the fact that <i>respondent C</i> started working as the event manager one month before the event, she needed to get all the essential information as fast as possible. In this case, she got all the needed help and assistance from the company managers, who answered all the arisen questions. Regarding the responsibilities, it was obvious for everyone that <u>Observis Oy is responsible for the technical side of the game</u> (i.e. platform maintenance), while <u>the content</u> (i.e. checkpoints, activities, etc.) ...</p>
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	<p>... <u>of the game was created primarily by the event managers</u>. Moreover, location for the checkpoints was chosen based on a few criteria: (1) it should be some unusual place where people are not going frequently or at all, (2) it should be connected to some unexpected activities (however, those activities should not require creating a team so that individual players are also able to participate), and (3) it should help people with developing their skills as well as obtaining new knowledge (i.e. checkpoint in the city library).</p>
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Table 9 illustrates the interview themes (paraphrased interview questions) along with the event managers' responses. To be more precise, interview themes in this table are related to the time period during the "Digital City Adventure" event.

TABLE 9. The interview themes and event managers' responses along with their analysis

The interview themes	The event managers' responses and their analysis
During the event	
<ul style="list-style-type: none"> — marketing channels used in order to keep the event participants up-to-date — integration of the live stream — situations of breaking the game rules (i.e. using a car) 	<p>Due to the fact that only <i>respondent C</i> was responsible for the social media marketing (in other words, was granted the editorial rights for the official accounts on Facebook and Instagram), she <u>was not able to post frequently</u> due to her active participation on checkpoints around the city.</p>

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<ul style="list-style-type: none"> — help and assistance for the event participants — discount opportunities 	<p>At the same time, <u>no live stream was made</u> during the “Digital City Adventure”. Regarding the fact that some participants were breaking the rules, <i>respondent D</i> said that <u>at least one player was noticed this year with using a car</u>. In the case if players are breaking the game rules, they should expect that their points (for the particular checkpoint where they were “caught”) will not be counted. At the same time, it means that those players can not be in the top 10 rating of players anymore. However, they can still continue playing the game. Concerning the help and assistance, <u>event managers were always ready to provide information</u> (except for information that can help players to win) <u>and answer any questions</u> on the checkpoints. Discount opportunities were provided for participants in <u>McDonald’s</u> (meal for 5 euros) and <u>Ramin Konditoria</u> (coffee and bun for 3 euros). Also, by wearing the game vest, participants were able to <u>use some activities during the closing ceremony for free</u>. Moreover, <u>tickets for the Jukurit</u> (local hockey team) <u>game</u> were provided for the participants of the “Digital City Adventure”.</p>
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Table 10 is devoted to summarizing both the interview themes (paraphrased interview questions) and event managers’ responses. To be more precise, interview themes in this table are related to the time period after the “Digital City Adventure” event.

TABLE 10. The interview themes and event managers' responses along with their analysis

The interview themes	The event managers' responses and their analysis
After the event	
<ul style="list-style-type: none"> — marketing channels used in order to provide some post-event information — whether the post-event evaluation is an important aspect — outcome of the event 	<p>Regarding the marketing channels, <i>respondent C</i> said that, even though there was some mention about the “Digital City Adventure” in the local newspaper, the emphasis of the article was made on the local association that took part in the event, but not on the event / game itself. Concerning the post-event evaluation, <i>respondent D</i> said that “<u>It should always be the starting point of designing the next version of the game</u>”. <i>Respondent C</i> agreed that <u>post-event evaluation is an essential aspect that should be done in any case</u>. When <i>respondents (C and D)</i> were asked about the outcome of the event, they agreed that now there is a <u>solid evidence that the game concept is attractive for people</u>. Moreover, <i>respondent D</i> said that “It proved that the team playing mode worked well <...>. It was not successful because it is not making any money”.</p>

An important implication of these findings is that marketing for the “Digital City Adventure” was not sufficiently planned beforehand. In general, chapter “2.6 Marketing for Repeat Events and New Editions” extensively covered all the essential information that should be collected by event managers in order to better allocate marketing resources, in the case of repeat events. Briefly, this information should include: (1) statistics concerning the number of participants and spectators, (2) details regarding the expenditure and use patterns of the event attendees, (3) review of the marketing perfor-

mance and effectiveness, and (4) data regarding the fulfilment of the audience's expectations along with the overall satisfaction level. However, the interview with the event managers revealed that no such information was provided for the marketing purposes. Moreover, there is no doubt that the marketing campaign should not be started just a few weeks before the event. Ideally, marketing should be done throughout the year and accelerated one month before the event.

Another aspect that should be noted is that the importance of the marketing during the event should not be underestimated. Therefore, in the case if one event manager (who had the editorial rights for the official accounts in Facebook and Instagram) was not able to compose posts (photos and videos with some description), this responsibility should be given to someone else. Furthermore, it is crucial to have the post-event feedback discussion among company managers and event managers. Unfortunately, the results showed that this was not done. Some of the recommendations will be further discussed in chapter "7.3 Recommendations for the Case Company".

Interview with the Event Stakeholders

The same as with the previous interviews, in order to provide reliable and authentic information, it was decided to prepare the transcript of the whole interview with the event stakeholders. Hence, **Appendix 7** contains the interview questions along with the answers for them from both the *Respondent L* and *Respondent M*. It is important to point out that interviews were conducted separately, which means that respondents do not know about each other's opinions and those answers are not interrelated. Regarding the interview transcript, it should be noted that neither word order nor grammar was changed. Instead, word for word text was composed for the purpose of increasing the research reliability. The interview recording can be provided upon request.

Notwithstanding the provided transcript, it is essential to give the reader an overview of the interview content. All things considered, it seems reasonable to provide the interview summary along with the further analysis of the event stakeholders' responses. Hence, *Table 11* will include the interview themes (paraphrased interview questions regarding the general information) along with the event stakeholders' responses.

TABLE 11. The interview themes and event stakeholders' responses along with their analysis

The interview themes	The event stakeholders' responses and their analysis
General information	
<ul style="list-style-type: none"> — previous participation — contribution to the event and what was received in return (i.e. promotion of the products and services) — willingness to participate the next year 	<p>Regarding the previous participation, both respondents (<i>L</i> and <i>M</i>) have stated that they (or companies where they are working) were previously involved in the “Digital City Adventure”. <i>Respondent L</i> said that previous year one of the checkpoints was located in their office. Thus, by allowing people to come to their office, they <u>got a promotion</u> for their club. Even though they did not get any money in return, some of the “Digital City Adventure” participants expressed their willingness to join the club afterwards. In other words, the participation in the “Digital City Adventure” as the location sponsor gave them the <u>proper reputation and promoted membership opportunities</u>. Concerning this year’s event, this club was involved in a way that they provided a few devices, which they have designed and created themselves. At the same time, <i>respondent M</i> said that they (the company where she is working) <u>provided discounts</u> (i.e. Big Mac and McChicken meals) for participants of the “Digital City Adventure”. Hence, they got <u>more people</u> (around one hundred) <u>coming to the restaurant</u> during the game. She also said that they were involved in the event ...</p>

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	<p>... three years ago as the location sponsor for the checkpoint. Regarding the willingness to participate the next year respondent have disagreed a bit. <i>Respondent M</i> said that they are <u>excited about participating the next year and will gladly provide discounts for the event participants</u>. However, <i>respondent L</i> said that he will be willing to participate <u>only in the case if he will have some new devices to provide</u>.</p>
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Table 12 aims to present both the interview themes (paraphrased interview questions) and the event stakeholders' responses. To be more precise, interview themes in this table are related to the time period before the "Digital City Adventure" event.

TABLE 12. The interview themes and event stakeholders' responses along with their analysis

The interview themes	The event stakeholders' responses and their analysis
Before the event	
<ul style="list-style-type: none"> — invitation (either proposed by the company / event managers or on their own initiative) — whether the information was enough (i.e. event schedule) 	<p>Both respondents have stated that they were invited to participate in the "Digital City Adventure" by the event managers (<i>Respondents C and D</i>). Regarding the question of whether the amount of information was sufficient, respondent gave different responses. <i>Respondent M</i> said that she <u>was provided with all the needed information</u>. Meanwhile, <i>respondent L</i> said that <u>not enough information was shared with him before the ...</u></p>

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	... event. He also said that it was much easier last year when the checkpoint was located in their office, and they did not have to carry all the devices to some other places around the city.
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Table 13 illustrates the interview themes (paraphrased interview questions) along with the event stakeholders' responses. To be more precise, interview themes in this table are related to the time period during the "Digital City Adventure" event.

TABLE 13. The interview themes and event stakeholders' responses along with their analysis

The interview themes	The event stakeholders' responses and their analysis
During the event	
<ul style="list-style-type: none"> — assistance form the event managers — sharing the involvement in social networks 	<p><i>Respondent M</i> said that <u>she got all the needed assistance from the event managers during the "Digital City Adventure"</u>. In the case of any questions, she <u>was always able to contact event manager X (Respondent C) via email or by simply calling her</u>. Moreover, she did not share company's involvement in any social network. Meanwhile, <i>respondent L</i> said that when they had some problems with the devices, everyone was busy at that moment and he <u>could not get enough help</u>. Moreover, he has stated that "I think that last year we were a bit more prepared compared to this year". Furthermore, he said that they <u>shared some posts</u> regarding their involvement into the "Digital City Adventure".</p>

Table 14 is devoted to summarizing both the interview themes (paraphrased interview questions) and event stakeholders' responses. To be more precise, interview themes in this table are related to the time period after the "Digital City Adventure" event.

TABLE 14. The interview themes and event stakeholders' responses along with their analysis

The interview themes	The event stakeholders' responses and their analysis
After the event	
— feedback discussion	<i>Respondent M</i> said that <u>she had the feedback discussion with event manager X (<i>Respondent C</i>) via email</u> . However, <i>respondent L</i> said that he <u>did not take part in any feedback discussion</u> . He also said that "Well, I do not know if there was any. <...> No one asked me to participate in that".

Overall, it should be pointed out that the importance of the post-event feedback discussion should not be underestimated as it may point out some valuable developmental directions. Due to the fact that *Respondent L* did not participate in any feedback discussion (because no such meeting was arranged), his opinion will not be taken into consideration when planning the next event. The purpose of those meetings can be not only to discuss the event outcome (even though it is vital to do so) but also to share developmental ideas, which can lead to the creation of a new vision regarding the event.

Interview with the Event Participants

This chapter contains the summary of the conducted interviews along with the further analysis of the event participants' responses. Hence, summarized responses from the *Respondent G*, *Respondent H*, *Respondent I*, *Respondent J* and *Respondent K* are presented in the tables below. First of all, *Table 15* will include the interview themes (paraphrased interview questions regarding the general information) along with the event participants' responses.

TABLE 15. The interview themes and event participants' responses along with their analysis

The interview themes	The event participants' responses and their analysis
General information	
<ul style="list-style-type: none"> — previous participation in the “Digital City Adventure” — the choice of the event dates — the choice of the slogan “<i>It’s like Pokemon Go with adrenalin</i>” — information (incl. the most noticeable differences) or previous experience regarding similar events — importance of the post-event survey and willingness to provide answers (or even participate in the development) — an introduction of the ticket price (maximum possible price and benefits that should be provided) 	<p>All five respondents (<i>G, H, I, J and K</i>) said that it was their <u>first time</u> of participating in the “Digital City Adventure”. At the same time, four respondents (<i>G, H, I, and J</i>) have stated that it was <u>the most suitable choice of dates</u> for the reason that the study year has already begin (i.e. more students can participate) and the event was held not during the working days. However, <i>respondent K</i> suggested that, due to the cold weather during the evening time, <u>it would be much better if the event was organized in the middle or at the beginning of September</u>, when it was much warmer outside. Regarding the slogan, four respondents (<i>G, H, I, and J</i>) expressed their <u>discontent</u> with it due to the fact that it <u>was not original</u> and, in their opinion, cannot be used the next year. To put it another way, the slogan was referring to the popular game “Pokemon Go”. However, the concept of the “Digital City Adventure” is not similar to “Pokemon Go”. By contrast, <i>respondent K</i> stated that <u>slogan is memorable and did not cause any negative emotions</u>. Concerning the similar events, two respondents (<i>H and I</i>) said that they have never heard about ...</p>

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	<p>... anything with the same idea. However, three respondents (<i>G, J, and K</i>) have heard about the similar event, which is called the “<u>Running City</u>”. Moreover, two respondents (<i>J and K</i>) have some previous experience of participating in that event. Regarding the importance of the post-event survey, all five respondents (<i>G, H, I, J, and K</i>) have agreed that it is <u>an essential part of any event</u> as it might identify aspects that should be developed. Concerning the ticket price, all five respondents (<i>G, H, I, J, and K</i>) have stated that <u>the maximum price should not be more than 10 euros</u>. Likewise, some benefits (i.e. food, merchandise, bicycles, and so forth) should be included in the ticket price. Otherwise, <u>if no benefits will be introduced</u>, they will <u>not be willing to pay for the participation</u> in the “Digital City Adventure”.</p>
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Table 16 aims to present both the interview themes (paraphrased interview questions) and the event participants’ responses. To be more precise, interview themes in this table are related to the time period before the “Digital City Adventure” event.

TABLE 16. The interview themes and event participants’ responses along with their analysis

The interview themes	The event participants’ responses and their analysis
Before the event	
— expectations	Regarding the expectations, <i>respondent G</i> ...

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<p>— whether the provided information was sufficient</p>	<p>... said that “I was interested for the reason that I have never participated in any similar event before”. At the same time, <i>respondent J</i> stated that “It is always better not to expect anything. In this case, it turns to be even more interesting and exciting”. Even though other respondents formulated their responses in a bit different way, the main idea was similar to the vision of the <i>respondent J</i>. Concerning the provided information, all five respondents (<i>G, H, I, J, and K</i>) agreed that there <u>was not enough information regarding the distribution of points</u> (both for the individual players and groups). Moreover, four respondents (<i>G, H, I and J</i>) have stated that <u>they did not even know about the possibility to form the groups by including “XAMK” into the team name</u>. In other words, they were not able to compete for the prizes that were provided by the university (MUAS). By contrast, <i>respondent K</i> said that she was aware of such an opportunity due to the fact that this information was posted both in Facebook and Instagram. Nevertheless, this information was written only in Finnish.</p>
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Table 17 illustrates the interview themes (paraphrased interview questions) along with the event participants’ responses. To be more precise, interview themes in this table are related to the time period during the “Digital City Adventure” event.

TABLE 17. The interview themes and event participants' responses along with their analysis

The interview themes	The event participants' responses and their analysis
During the event	
<ul style="list-style-type: none"> — experience of using the platform (www.dks24.fi) — help and assistance from the event managers — information regarding participants that were breaking the game rules — discount opportunities 	<p>All five respondents (<i>G, H, I, J and K</i>) agreed that they <u>had some problems with the platform</u>. In particular, the interface language was in Finnish, which means that all the checkpoint quizzes were also in Finnish. Even though there was such a possibility of changing the language before logging in to the system, some players forgot to do that. Moreover, as it was stated by the respondents, <u>there was no possibility to change the interface language during the game</u>. Furthermore, <i>respondent K</i> noted that the map with the checkpoints <u>was not working properly</u> on her device (iPhone 4). At the same time, all five respondents (<i>G, H, I, J and K</i>) said that <u>they got all the needed help and assistance</u> from the event managers. Moreover, all five respondents (<i>G, H, I, J and K</i>) have <u>noticed that other players were breaking the rules</u> (i.e. using cars and knowing where the next checkpoints would appear). However, <u>no one informed the event managers</u> due to some personal reasons. For instance, <i>respondent K</i> said that she personally knew people who were breaking the rules. However, she <u>did not do anything with that</u> for the reason that those people were ...</p>

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	... not willing to play on the second day. In addition, all five respondents (<i>G, H, I, J and K</i>) were using the discount opportunities at McDonald's.
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Table 18 is devoted to summarizing both the interview themes (paraphrased interview questions) and event participants' responses. To be more precise, interview themes in this table are related to the time period after the "Digital City Adventure" event.

TABLE 18. The interview themes and event participants' responses along with their analysis

The interview themes	The event participants' responses and their analysis
After the event	
<ul style="list-style-type: none"> — fulfillment of the expectations — posts in social networks with the hashtag #DKS2016 	<p>All five respondents (<i>G, H, I, J and K</i>) said that they <u>were not expecting something particular from the event</u>. Thus, they were just having fun with their friends, while exploring the city from the different angles. Furthermore, all five respondents (<i>G, H, I, J and K</i>) were posting in social networks by using the hashtag in their posts. Primarily, they were posting in <u>Instagram</u> (both photos and videos).</p>

Overall, it is important to note that even though event participants were satisfied with the event, there were some issues that had a negative impact on their overall satisfaction and enjoyment. For instance, as the distribution of points was not clear, some of the participants thought that the game is not fair enough. Even though it was fair to some extent, some participants were disappointed by the lack of information. In order to minimize their disappointment, all the information should be openly presented not only in

Finnish but also in English (at least). Otherwise, it can be considered to be unfair towards those, who do not speak Finnish. Moreover, due to the fact that participants did not want to denounce other participants, who were noticed with breaking the game rules (i.e. using a car), the overall fairness of the game can be called in question. An appropriate solution for this can be, for example, an integration of the anonymous report, where people will be able to submit an evidence (i.e. photos and videos) of others breaking the rules. In this case, participants will not feel that much guilty for disclosing this information. As a result, the overall fairness level can be increased.

Observation

According to Patton (2015, 330), in order to receive the high-quality observation results, there is a need in describing all the received information in depth and detail. However, before the author will concentrate on the observation during the “Digital City Adventure” event, it is important to note some of the issues that occurred before the event.

First of all, planning of the marketing campaign should be discussed due to the fact that it had the direct effect on the number of attendees. It should be pointed out that the marketing campaign started a few weeks before the event, which is the unacceptable omission in terms of the event management. Due to the fact that the author of this research paper was responsible for the distribution of marketing materials (i.e. posters and handouts) around the city, this process was extensively observed. To be more precise, posters and handouts were distributed around the local schools and universities just a few days before the event. Once the marketing materials were printed out and delivered to the company’s office, the process of distribution has started immediately. However, there is no doubt that it was too late to be done.

Under the best scenario, it should have been done at least one or two weeks prior to the event date. At the same time, it is important to note that all the marketing materials were written in the Finnish language, which made them unreadable for others (i.e. international students). Moreover, regarding the marketing, all the posts in social networks (i.e. Facebook and Instagram) were mainly done in the Finnish language. The author of this research paper has personally faced this problem when inviting her friends to join the event. Practically, those people were messaging back and questioning what is this page (official “Digital City Adventure” page on Facebook) all about due to the fact the page

description and all the wall posts were composed by using the Finnish language. Hence, this is definitely an issue that should be concerned the next year and will be covered in more details in chapter “7.3 Recommendation for the Case Company”.

Table 19 illustrates both the topics that were observed during the “Digital City Adventure” event and the author’s findings. Moreover, the author will provide some information regarding the degree to which it was possible to observe one topic or another.

TABLE 19. Author’s checklist of topics that should have been observed during the “Digital City Adventure” event

Topics that were observed during the “Digital City Adventure” event:	Researcher’s comments (whether the topic was sufficiently observed) and findings during the observation:
— overall, how <u>organized</u> was the event? was there anything that was not <u>sufficiently planned</u> prior to the event date?	Due to the fact that the author participated in the “Digital City Adventure” as the part of the event management team, it can be stated that this topic was exhaustively observed. Despite the fact that the event schedule for the event managers (including information when and where the event manager should be present on the checkpoint) was provided just a few hours before the event, it was <u>relatively well-planned</u> .
— whether the <u>checkpoints</u> were located in an unusual places and activities were interesting for all the participants’ groups	Author of this research paper was not able to visit all the checkpoints because she had her own schedule of where and when to be present on some particular checkpoints around the city. However, those checkpoints that the author managed to visit were located in an <u>attractive places</u> and comprised <u>versatile activities</u> to be done or completed by the participants.
— whether the <u>competition</u> was <u>fair enough</u> ...	Unfortunately, there was no such possibility to visit every checkpoint. Thus, the opinion is based only on those checkpoints that the author had a chance to visit.

[Continues]

[Continues]

<p>... (i.e. participants were not breaking the game rules)</p>	<p>In particular, there were a couple of cases that were not clear to the author. For instance, a secret (meaning that it is not appearing on the map and contains only a clue of how to find this place) checkpoint was about to open, but there were still a couple of minutes to wait. However, some players were already running to this place with the full confidence that it is the right place. How could this happen? In some cases, clues were really complicated that even after the event has ended, the author did not solve it. Hence, it can be stated that <u>there was some information leak</u>.</p>
<p>— whether <u>enough information</u> was provided for the participants, including venue (opening and closing ceremonies), distribution of points among individuals and groups etc.</p>	<p>During the event, the author was able to discuss this issue with some of the participants. Most of them have stated that they <u>would have played better if only they knew all the information</u>. The biggest obstacle for them was that information was provided in the Finnish language. In particular, the distribution of points both for individuals and groups was not covered anywhere. Therefore, <u>the issue of unfairness has arisen</u> among some international groups of players.</p>
<p>— whether issues such as <u>safety and security</u> of the event participants and staff were taken into account</p>	<p>During the “Digital City Adventure”, the author of this research paper had an opportunity to observe some of the checkpoints that required particular attention in terms of safety and security. In particular, there were two checkpoints that required some kind of a security plan. The first checkpoint was located in the water tower in the city center. The main issue there was to <u>prevent too many people being on the top of the water tower</u>. Therefore, the author of this research paper was standing downstairs and controlling the number of people ...</p>

[Continues]

[Continues]

	<p>... climbing the stairs. The estimated number of people that was allowed to be upstairs was around 20-25. Overall, this was done for the safety reasons so that people can not hurt themselves while climbing the stairs. The second checkpoint was located in the Sokos Hotel Vaakuna where the main activity for the players should have been <u>climbing down the steep wall</u>. However, during the preparations, it was noticed that the wall was made out of the brittle material and may be easily broken. Thus, <u>it was decided to cancel this checkpoint activity</u>.</p>
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After the event has ended, it was also noticed that there was no feedback discussion among the company managers, event managers and event stakeholders. However, its importance should not be underestimated for the reason that it might help with generating new vision regarding the event. Moreover, it might be also useful when outlining the developmental directions.

6.1.2 Quantitative Data

This chapter aims to present the research findings in terms of the quantitative data. Thus, the post-event funding will be presented (with the help of tables) and sufficiently analyzed.

Post-Event Survey

The primary purpose of the post-event survey was to get an insight into participants' *overall satisfaction level* while obtaining essential information regarding their *demographics*. Thus, this section will cover aspects such as the survey topics, participants' replies, and analysis of the findings. Overall, it managed to get 36 responses from both the English (24) and Finnish (12) versions during the period of three weeks. However, in the case of 299 active players, only 12 percent of them responded to the post-event survey.

Due to the fact that the post-event survey was divided into two sections, it was decided to present their findings and analysis separately. Therefore, *Table 20* illustrates responses to the questions (paraphrased into statements), that were covered in Section 1 of the post-event survey. At the same time, *Table 21* presents responses to the questions (paraphrased into statements), that were covered in Section 2 of the post-event survey. Moreover, analysis of the received data is done after each of the tables.

TABLE 20. Responses to the questions (paraphrased into statements), that were covered in the *Section 1* of the post-event survey

Topics that were covered in <i>Section 1</i> of the post-event survey	Responses to the post-event survey questions
— participants' willingness to recommend the "Digital City Adventure" to their friends or colleagues	1 (0); 2 (0); 3 (0); 4 (0); 5 (0); 6 (2); 7 (1); 8 (8); 9 (6); <u>10 (19 or 52,8%)</u>
— overall rating of the event	Excellent (7); <u>Very good (25 or 69,4%)</u> ; Good (4); Fair (0); Poor (0)
— aspects that participants <i>liked</i> about the event	"Everything / interesting checkpoints, activities, some free stuff / the idea itself / explore new things about the city and got a chance to make some cool new friends / interactivity on the checkpoints / idea and the way it is presented / new places, interesting tasks, cool atmosphere / it got me outside / etc."
— aspects that participants <i>disliked</i> about the event	" <u>Some questions were easier to get for Finns</u> / website was always frozen / some checkpoints were hardly available for people without bikes / <u>a few of the clues were a bit misleading</u> / the web interface is not the best one out there but it is bearable / bug with the scoring system / ...

[Continues]

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	... / <u>unclear distribution of points</u> / <u>some hints were not logical</u> / this year it was really easy and not so interesting / <u>Finnish-oriented</u> / the arrangement of different checkpoints is too close / difficulty for latecomer to enter the game / quality of map / too little time to sleep / web page did not work correctly on some devices / <u>it was easier for Finnish-speakers to complete secret tasks because hints in English were not always translated correctly</u> / etc.”
— rating of the event’s organization	Extremely organized (6); <u>Very organized (23 or 63,9%)</u> ; Somewhat organized (7); Not so organized (0); Not at all organized (0)
— rating of the staff’s friendliness	<u>Extremely friendly (23 or 63,9%)</u> ; Very friendly (13); Somewhat friendly (0); Not so friendly (0); Not at all friendly (0)
— rating of the staff’s readiness to help	<u>Extremely helpful (18 or 50%)</u> ; Very helpful (14); Somewhat helpful (4); Not so helpful (0); Not at all helpful (0)
— whether the provided information (prior to the event) was sufficient	All the information (4); <u>Most of the information (18 or 50%)</u> ; Some of the information (9); A little of the information (4); None of the information (1)
— whether the event length was too long, too short, or about right	Much too long (0); Somewhat too long (2); <u>About right (28 or 77,8%)</u> ; Slightly too short (0); Somewhat too short (1); Much too short (1)

At this point, it is important to note that almost all the responses were combined from both versions of the post-event survey (English and Finnish versions). However, the

following two questions covered responses from only the English version: “aspects that participants liked about the event” and “aspects that participants disliked about the event”. It was done so due to the fact that the author of this research paper is not able to understand the responses (in the Finnish language) and translate them in an appropriate way. Even though this will be done, it might be challenging to evaluate the reliability of the information.

Overall, responses for the *Section 1* of the post-event survey showed that participants were mostly satisfied with the “Digital City Adventure” event in terms of organization and both the staff’s friendliness and readiness to help. Nevertheless, there were some aspects that participants disliked about the event. Most of the responses were related to the unfairness of the game due to the fact that some information was no clear for them. To be more precise, some people have stated that the whole game was designed mainly for the Finnish-speakers because some checkpoint quizzes were easier to understand in that language. Therefore, it can be stated that the translation was not done in an appropriate way.

TABLE 21. Responses to the questions (paraphrased into statements), that were covered in the *Section 2* of the post-event survey

Topics that were covered in <i>Section 2</i> of the post-event survey	Responses to the post-event survey questions
— participants’ gender	<u>Female</u> (25 or 69,4%); Male (11)
— participants’ age (range)	Under 18 (1); <u>18-24</u> (23 or 65,7%); 25-34 (4); 35-44 (6); 45-54 (1); 55-64 (0); Over 65 (0)
— number of years (range) that participants have been living in Mikkel	Less than half a year (5); Less than a year (5); <u>From 1 to 4 years</u> (14 or 38,9%); From 5 to 8 years (3); From 9 to 21 years (7); From 22 to 29 years (2); More than 30 years (0)
— participants’ primary / native language	<u>Finnish</u> (15 or 41,7%); Swedish (0); English (4); <u>Russian</u> (15 or 41,7%); ...

[Continues]

[Continues]

	... Other (2)
— whether it was the first time of participating in the “Digital City Adventure”	<u>Yes, it was the first time (25 or 69,4%)</u> ; No, I have participated before (last year or even earlier) (11)
— through which channels participants have heard about the “Digital City Adventure”	<u>Word-of-mouth (friends, colleagues, family, and so forth) (16 or 45,7%)</u> ; Facebook pages (10); Instagram account (0); Posters / Flyers / Banners (5); Radio (national, regional or local) advertisement (0); Newspaper (national, regional or local) article or advertisement (1); From the University (Mikkeli University of Applied Sciences) (0); From the University (Aalto University, Mikkeli campus) (1); Google search / Other Internet search (0); Other (2)

According to the demographic information, that was collected from the *Section 2* of the post-event survey, it can be stated that almost 70 percent of the respondents were females. At the same time, the most popular age range is from 18 to 24. Thus, it can be assumed that those people are probably students and that is why they have chosen the number of years living in Mikkeli to be from 1 to 4 years. To put it another way, it is the number of years that students usually live in Mikkeli during their studies in MUAS.

Regarding the participant’s primary language, the most popular ones turned to be Finnish (41,7%) as well as Russian (41,7%). Hence, it can be stated that the marketing materials definitely should have been translated at least into English. Moreover, almost 70 percent (69,45%) of the respondents have stated that it was their first time of participating in the “Digital City Adventure”. Meanwhile, almost half (45,7%) of the respondents have said that they knew about the event from their friends, colleagues and family. In other words, the post-event survey proved that a friend’s recommendation is more powerful compared to any advertisement. Nevertheless, it should be reminded that the response rate is only 12 percent.

6.2 Secondary Data

Secondary data was collected and gladly provided by the company managers for this research paper. The overall number of registered players was 516. However, as it can be seen from the *Figure 11*, almost half (217 or 42%) of the players were *not active* during the game, which means that they did not even get one point. In other words, they did not find and open (with the code) even one checkpoint. By contrast, the number of *active* players was 299 and equals to 58 percent of the total number of registered players. Therefore, it can be concluded that almost half of the registered players were not present during the game for unknown reasons.

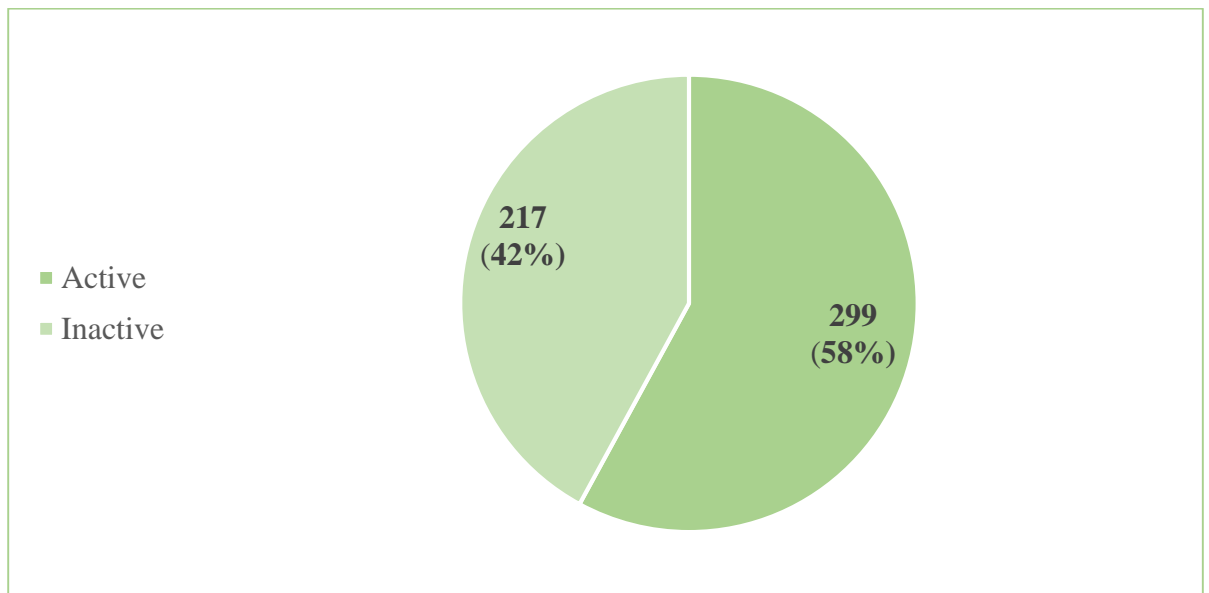


FIGURE 11. Statistics regarding the number of registered players (both active and inactive during the game) for the “Digital City Adventure”

Figure 12 illustrates the number of players, who have successfully found the checkpoints and used the code in order to get points. It can be easily noticed that the most popular checkpoint was the opening ceremony, with 239 people checked in there. However, the closing ceremony was the least visited one, according to the statistics. Nevertheless, even though no one checked in there, the number of players present on this checkpoint was high. There can be two possible reasons for that: (1) no one could solve the clue for the checkpoint code, or (2) everyone was so excited about the hockey game and forgot about the checkpoint.

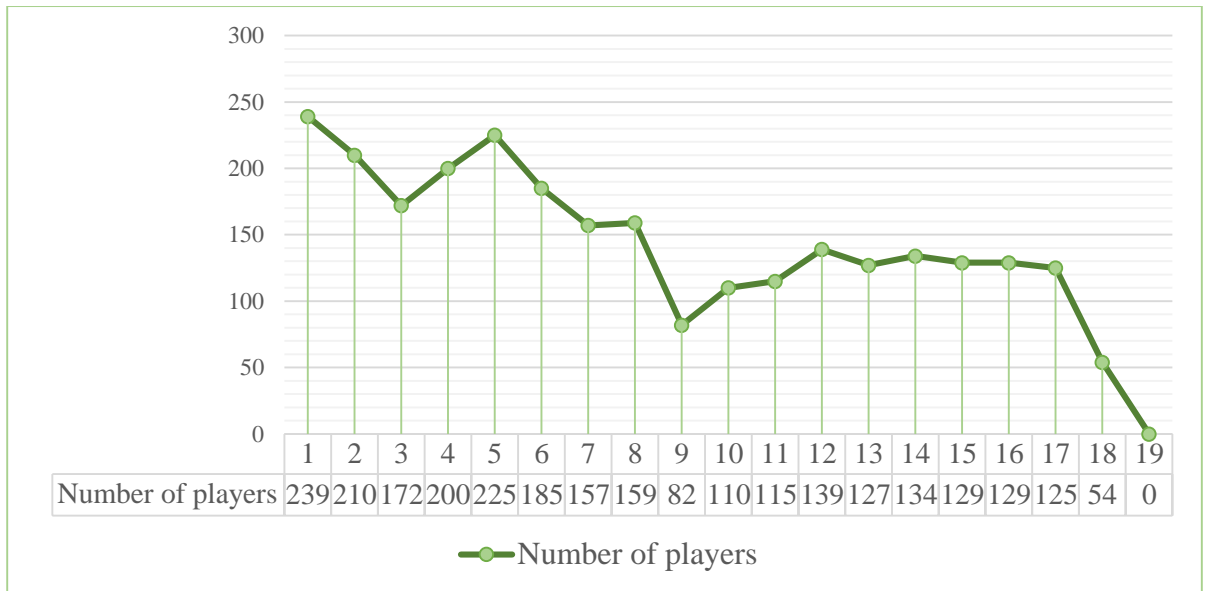


FIGURE 12. Statistics regarding the number of players, who have successfully found the checkpoints and used the code in order to get points

Figure 13 illustrates the distribution of points among players after the game has ended. As it can be seen from the graph, 79 players got from 1 to 50 points, which means that they have visited no more than two or three (depending on whether they also tried to solve some quizzes) checkpoints. Moreover, due to the fact that 66 players got from 51 to 100 points, it can be concluded that they have participated only during the first day.

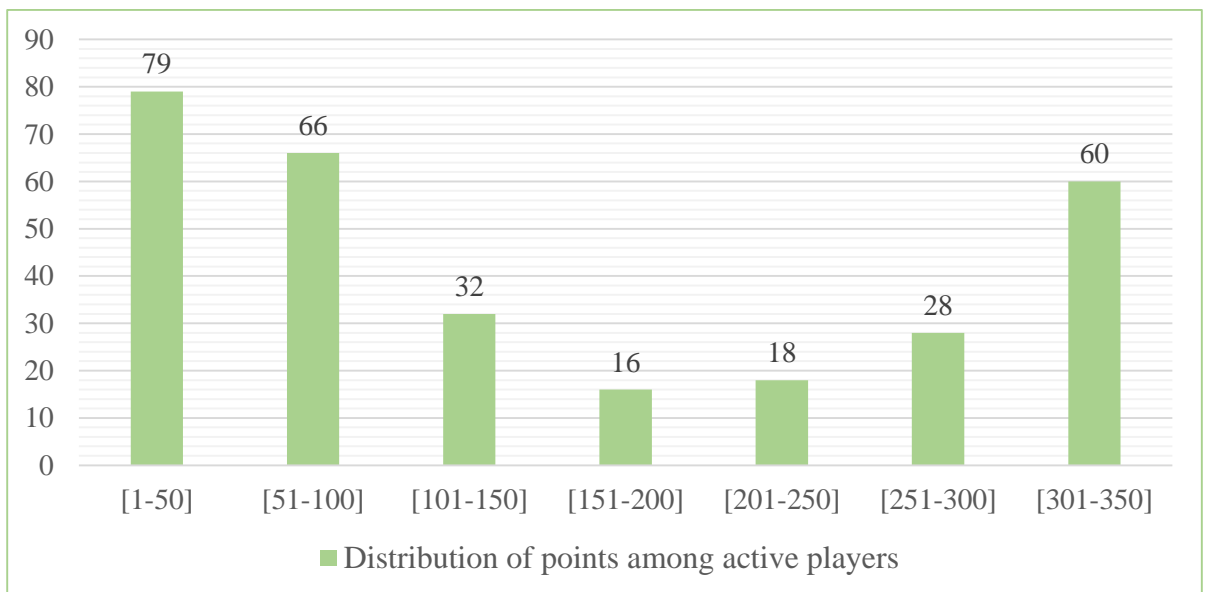


FIGURE 13. Statistics regarding the distribution of points among active players after the “Digital City Adventure” has ended

Overall, as it can be seen from the graphs above, the game (“Digital City Adventure”) went pretty well in terms of participants’ number and involvement into activities. However, it should be pointed out that the number of active players was 299 (only 58%) even though the number of registered players was 516. Thus, it is suggested to study this issue in order to find out what went wrong and what was the reason why 217 (or 42%) registered players have changed their mind and did not come to participate. Therefore, this recommendation can be part of the following chapter “7.6 *Suggestions for the Future Research*”.

7 CONCLUSION

This chapter is devoted to concluding all the research results that were obtained and meticulously analyzed in the previous chapter. Considerable progress has been made with regard to the description and visualization of both the Business Model and the Value Proposition Canvases. What is more, due to the fact that those canvases can be considered as the powerful tools for arranging the information, substantial attention was put into their visual appearance. To put it another way, it was essential to ensure that their core meaning will be understood by those who do not have any previous experience of using those canvases. Furthermore, due to the fact that usefulness of this study lies in appropriate interpretation of the research results, the author did her best in answering the research questions and giving recommendations both for the case company and for the future research.

7.1 Description and Visualization of both the Business Model and the Value Proposition Canvases

This chapter aims to describe and visualize both the Business Model and the Value Proposition Canvases. Based on the acquired theoretical knowledge and extensive research results, both canvases for the “Digital City Adventure” were completed and can be found as the *Figure 14* and *Figure 15*. Regarding the Business Model Canvas, it was completed by using the research results that were previously obtained and analyzed by the author of this paper. What is more, each building block was filled in by following the requirements that were previously covered in chapter “3.1.1 *The Nine Building Blocks of the Business Model Canvas*”. Meanwhile, the Value Proposition Canvas was

also designed by taking into account the guidelines that were previously mentioned in chapter “3.2.1 Two Sides of the Value Proposition Canvas and Fit Between Them”.

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<p><i>In-kind and location sponsors for the checkpoints:</i></p> <ul style="list-style-type: none"> Local associations, companies, schools, universities, restaurants, and so forth. <p><i>Optimization and economy of scale (i.e. outsourcing or sharing infrastructure with the aim of reducing costs):</i></p> <ul style="list-style-type: none"> Involvement of the event managers from other companies that mainly work for the idea. <p><i>Acquisition of particular resources and activities (i.e. knowledge, expertise, licenses, permits, and so forth):</i></p> <ul style="list-style-type: none"> Cooperation with local authorities and city representatives. <p><i>Participant’s entertainment during both the opening and closing ceremonies:</i></p> <ul style="list-style-type: none"> Artists, musicians, and so forth 	<ul style="list-style-type: none"> Continuous development and maintenance of the platform. Finding and contacting in-kind and location sponsors. Raising funds. Planning of the checkpoints, their location and activities. Planning of the marketing campaign and its implementation. 	<ul style="list-style-type: none"> <u>Newness</u> (fulfill the completely new set of customer’s needs, which emerged with the help of new technology) <u>No price</u> (the participation is free of charge) <u>Accessibility</u> (available for the average person) <u>Convenience and usability</u> (more comfortable and easy to use compared to other products available on the market) <u>Opportunity</u> (explore the city from the different angles, have fun and win prizes) 	<p><i>Customer acquisition:</i></p> <ul style="list-style-type: none"> Marketing channels. <p><i>Measuring participant’s satisfaction:</i></p> <ul style="list-style-type: none"> Post-event survey. Interviews. 	<p>Event participants:</p> <ul style="list-style-type: none"> <u>Students</u> (both local and international) <u>Families</u> (with or without children) <u>Individuals</u>
	Key Resources		Channels	
	<p><i>Physical:</i></p> <ul style="list-style-type: none"> Location for the checkpoints. Venues for both the opening and closing ceremonies. <p><i>Intellectual:</i></p> <ul style="list-style-type: none"> Platform. <p><i>Human:</i></p> <ul style="list-style-type: none"> Event managers. Artists for both the opening and closing ceremonies. <p><i>Financial:</i></p> <ul style="list-style-type: none"> Funding. Prizes for the winners. 		<ul style="list-style-type: none"> Platform. Marketing channels before, during and after the event. 	
Cost Structure		Revenue Streams		
<ul style="list-style-type: none"> Salaries (for employees of Observis Oy) Marketing materials (banners, posters, handouts, and so forth) Prizes for the winners 		<ul style="list-style-type: none"> None (sponsored by public money, which were spent on salaries, marketing materials and prizes for the winners) 		

FIGURE 14. The Business Model Canvas for the “Digital City Adventure”

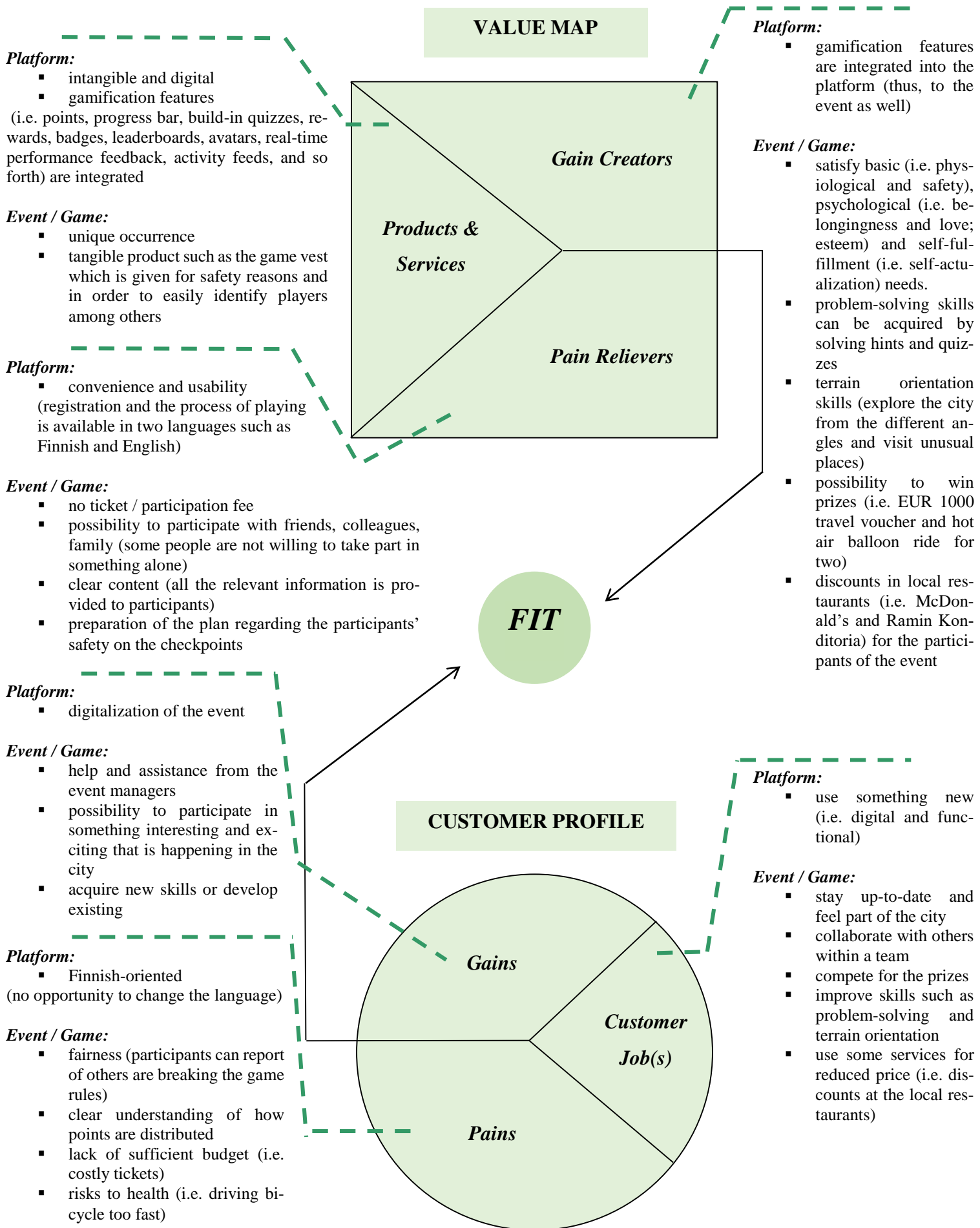


FIGURE 15. The Value Proposition Canvas for the “Digital City Adventure”

7.2 Responses to the Research Questions

This chapter is devoted to presenting the responses to the research questions based on both the theoretical knowledge and the research results. At the same time, questions are listed in the same way as they were previously mentioned not only in chapter “1 Introduction” but also in chapter “5.1 The Research Objective and Research Questions”. Looking ahead, it can be stated by the author that the research objective was achieved for the reason that all the research questions were fully answered.

RQ1: “What should be improved in the event planning and management processes by taking into account the perspectives of the company managers, event managers, stakeholders, and participants?”

Due to the fact that the event planning and management processes have a direct effect on the effectiveness of the existing business model, it was decided to outline the developmental suggestions regarding those issues. First of all, the research revealed that there is no shared vision among the company managers. Hence, this absence of the shared vision has an effect on the further relationships with the event managers, stakeholders and eventually with the event participants. In order to solve this issue, it is suggested to explicitly specify aspects such as purpose, goals, and objectives of the “Digital City Adventure”. As it was mentioned earlier in chapter “2.3 Managing Events: Careful Planning and Systematic Monitoring”, their importance should not be underestimated for the reason that they are guidelines for the event managers in achieving the event outcomes. Without the stated goals and objectives, it can be impossible to define the estimated output. Furthermore, their absence will have the direct effect on the event manager so that he or she will not be able to determine the scope of the event, specify both liabilities and duties, and evaluate the outcome. Thus, it is advised to use the SMART acronym when defining event’s objectives meaning that they should be specific, measurable, assignable, realistic and time-oriented.

Secondly, due to the fact that question such as “how to visually summarize the event schedule and systematically monitor the preparation progress” usually arises, it is advised to integrate the Gantt Chart into the event’s planning process. It can be highly useful when writing down the list of tasks that should be done prior to the event date. Moreover, it is usually not enough just to create the list of tasks allocated to the event.

Instead, it is more important to assign employees for the particular task by setting the deadline for its completion. By integrating it into the event's planning process, various benefits that were covered in chapter "2.3 *Managing Events: Careful Planning and Systematic Monitoring*" can be obtained.

Thirdly, in order to build meaningful relationships with the event stakeholders (as most of them are involved a few years in a row), it is advised to consider having discussions with them not only before the event but also after it has ended. Those discussions might outline developmental directions that were not thought by the company managers or event managers. At the same time, research showed that even though some general information (i.e. event schedule) was shared with the event stakeholders before the event, some aspects were not sufficiently discussed. For instance, *Respondent L* has stated that more attention can be put on outlining the action plan for the force majeure situations. Hence, issues like this can and should be discussed prior to the event. However, the importance of the feedback discussion should not be underestimated as well.

Fourthly, the research resulted proved that there are some unsatisfied, new and hidden participants' needs that should be taken into consideration when planning the next event. However, as there is a separate question dedicated for the purpose of discussing those findings, more information can be found in the answer for the "**RQ4**: *What should be improved in the business model in order to meet unsatisfied, new, or hidden participants' needs?*"

RQ2: "Which components of the business model are still relevant and which are obsolete?"

In order to outline which components of the business model are still relevant and which are obsolete, it was decided to highlight them both in the Business Model (*see Figure 16*) and the Value Proposition (*see Figure 17*) Canvases.

Moreover, it is important to note that the obsolete components were identified through obtaining and analyzing the research results. In other words, those components are outlined based on the facts and not author's personal perceptions (except for the observation during the "Digital City Adventure").

<i>Key Partners</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationships</i>	<i>Customer Segments</i>
<p><i>In-kind and location sponsors for the checkpoints:</i></p> <ul style="list-style-type: none"> Local associations, companies, schools, universities, restaurants, and so forth. <p><i>Optimization and economy of scale (i.e. outsourcing or sharing infrastructure with the aim of reducing costs):</i></p> <ul style="list-style-type: none"> Involvement of the event managers from other companies that mainly work for the idea. <p><i>Acquisition of particular resources and activities (i.e. knowledge, expertise, licenses, permits, and so forth):</i></p> <ul style="list-style-type: none"> Cooperation with local authorities and city representatives. <p><i>Participant's entertainment during both the opening and closing ceremonies:</i></p> <ul style="list-style-type: none"> Artists, musicians, and so forth 	<ul style="list-style-type: none"> Continuous development and maintenance of the platform. Finding and contacting in-kind and location sponsors. Raising funds. Planning of the checkpoints, their location and activities. Planning of the marketing campaign and its implementation. 	<ul style="list-style-type: none"> <u>Newness</u> (fulfill the completely new set of customer's needs, which emerged with the help of new technology) <u>No price</u> (the participation is free of charge) <u>Accessibility</u> (available for the average person) <u>Convenience and usability</u> (more comfortable and easy to use compared to other products available on the market) <u>Opportunity</u> (explore the city from the different angles, have fun and win prizes) 	<p><i>Customer acquisition:</i></p> <ul style="list-style-type: none"> Marketing channels. <p><i>Measuring participant's satisfaction:</i></p> <ul style="list-style-type: none"> Post-event survey. Interviews. 	<p>Event participants:</p> <ul style="list-style-type: none"> <u>Students</u> (both local and international) <u>Families</u> (with or without children) <u>Individuals</u>
	<i>Key Resources</i>		<i>Channels</i>	
	<p><i>Physical:</i></p> <ul style="list-style-type: none"> Location for the checkpoints. Venues for both the opening and closing ceremonies. <p><i>Intellectual:</i></p> <ul style="list-style-type: none"> Platform. <p><i>Human:</i></p> <ul style="list-style-type: none"> Event managers. Artists for both the opening and closing ceremonies. <p><i>Financial:</i></p> <ul style="list-style-type: none"> Funding. Prizes for the winners. 		<ul style="list-style-type: none"> Platform. Marketing channels before, during and after the event. 	
<i>Cost Structure</i>		<i>Revenue Streams</i>		
<ul style="list-style-type: none"> Salaries (for employees of Observis Oy) Marketing materials (banners, posters, handouts, and so forth) Prizes for the winners 		<ul style="list-style-type: none"> None (sponsored by public money, which were spent on salaries, marketing materials and prizes for the winners) 		

FIGURE 16. The Business Model Canvas for the “Digital City Adventure” with obsolete components being highlighted

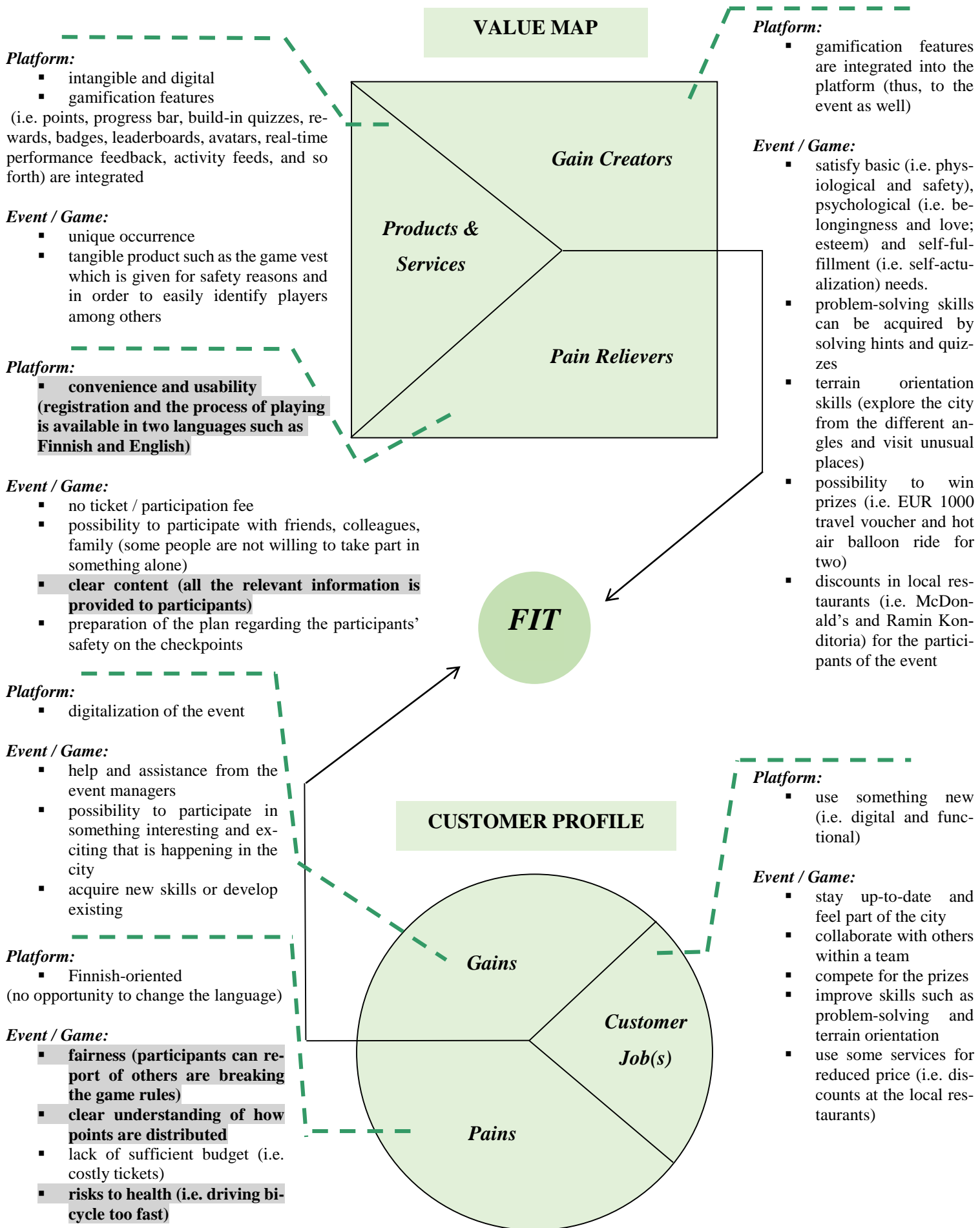


FIGURE 17. The Value Proposition Canvas for the “Digital City Adventure” with obsolete components being highlighted

RQ3: “What kind of new ideas should be created in order to expand the boundaries of the current business model and improve competitiveness?”

First of all, it should be noted that the research proved that there is no profitable business model behind the “Digital City Adventure” as it does not generate any money for the company. There is no way of making money out of the event stakeholders or participants. To be more precise, stakeholders (in-kind and location sponsors) are not willing to pay for their participation due to the fact that they provide the checkpoints location or products / services that are both directly and indirectly used on behalf of the company’s initiative. In other words, if stakeholders will be asked to pay for their participation, the most likely outcome will be that they will refuse to participate. In this case, there will be no checkpoints for the event. At the same time, interviews with the event participants showed that they are not willing to pay for participation in the case if no changes will be done. For instance, they said that they are willing to pay not more than 10 euros in the case if they will get in return some benefits such as bicycles (during the event) and some merchandise. Therefore, it can be concluded that there is no possible way to get some money out of both the event stakeholders (in-kind and location sponsors) and participants.

Even though company managers are willing to outsource the whole event management process to someone else and concentrate mainly on the platform maintenance and development, there is no one willing to take the risks (i.e. not only the inability to raise funds but also finding and cooperating with event stakeholders, and so forth) that are allocated to the “Digital City Adventure”. Furthermore, the only way of expanding the boundaries of the current business model and improving competitiveness can be to create a brand out of the platform (which is the base for the “Digital City Adventure”). However, the main issue is that sufficient funding should be done in order to allocate the resources (i.e. advanced technology, skilled employees, and so forth) in an appropriate way. This recommendation will be more extensively covered in chapter “7.6 *Suggestions for the Future Research*”.

RQ4: “What should be improved in the business model in order to meet unsatisfied, new, or hidden participants’ needs?”

Based on the research findings, the author of this research paper can outline some of the developmental suggestions that can be applied to the event concept, when planning the next “Digital City Adventure” event. Basically, there are five key issues that should be considered by the company managers when planning the next event. All those aspects are based on the data that was obtained through the research methods. Firstly, it should be taken into account that marketing materials should be translated from Finnish into English due to the fact that not only Finnish-speakers are considered to be involved in the event as the participants. Secondly, the same translation should be done regarding the whole event information and especially regarding the aspects such as opening and closing ceremonies, distribution of points and prizes for the winners (particularly for which places players will be rewarded). Thirdly, it should be advised to create some anonymous form where players will be able to submit the evidence (i.e. photos or videos) of others breaking the game rules (i.e. using a car). Fourthly, it is suggested to create different game categories such as:

- for participants that are willing to use *cars* (the distribution of checkpoints might be extended on the map and cover distant places around the city)
- for participants that are willing to use *bicycles* (in this case checkpoints should be located within the city limits)
- for participants that are willing to go from checkpoints to checkpoint *on foot* (the game checkpoints should be located within a certain part of the city and can be easily reached on foot)

At the same time, it should be taken into account that some participants are playing the game with their kids. In this case, the separate game category can be created for them by designing the checkpoints that will be easy to reach and include the content (i.e. activities on the checkpoints) that will interest exactly this category of the event participants. In order to prove that this is an important aspect to be considered, the author of this research paper will refer to the interview with the event manager (*Respondent D*). He said that during the game one family was noticed with using a car when getting from one checkpoint to another. When they were asked about the reason why they are breaking the game rules, it was stated that they have a small child and are not playing the

game with the aim of winning the prizes. However, it is important to note that those who come to the checkpoint as the first ones are getting the highest points. To put it another way, those people made it impossible to allow others with getting the most points by finding the checkpoint. Fifthly, the game should be available to be tried throughout the year. To be more precise, it is essential to allow people to experience the game rather than just posting some information in social networks. In other words, there might be one open checkpoint in the city that is available to be found and solved (i.e. by doing some activity in the place or simply by answering the quiz) throughout the year.

Overall, in order to collect a piece of information regarding the participants' satisfaction level together with the participants' demographics, the feedback form (post-event survey) is advised to be integrated into the game itself. In particular, it was suggested by the author of this research paper to create a separate checkpoint (the very last checkpoint of the game) where the link for the survey will be provided to the participants. In this case, players will be able to open the checkpoints with the code that is provided after completing the survey. As a result, players will be able to collect more points while providing valuable information to the company. However, due to some technical issues, it was not possible to be made this way. Nevertheless, it is believed by the researcher that this suggestion can be taken into account when designing the next game.

RQ5: “What are the possible challenges that will be likely faced when trying to create new business model options and how should they be overcome?”

According to Gassmann et al. (2015, 17), company managers should avoid focusing solely on previous success and trying to repeat it over and over again for the reason that it can easily slow down the process of generating new and innovative ideas. However, it does not mean that company should neglect stability while striving for promoting creativity within a team (Trott 2012, 84). What is more, according to Hayes (2010, 193), people always tend to resist change for the reason that they believe it will cause them to lose something of value.

Hence, the most obvious obstacle that will be likely faced by the company managers is the fact that it is always challenging and demanding to change the status quo. In other words, they should not look back to the past and try to copy the event that was successful

in one way or another. Even though some of the aspects should be replicated, it is advised to consider every event as the unique occurrence that consists of unrepeatable elements. Another obstacle is that any new ideas regarding the event will have a direct effect on the platform and its further development or even complete rebuild. Hence, it is recommended to generate and discuss ideas prior to the event, depending on how much time is needed to integrate new concept into the existing platform.

Another obstacle is that the opinion of all the involved people should be considered when creating new business model options. To put it another way, all the company employees that are involved in the event or platform development should be assembled in order to share ideas by using tools for designing innovative business models that were extensively covered in chapter “*3.1.3 Tools for Designing Innovative Business Models*”. Those tools can be utilized not only separately but also together, which makes them even more powerful. Otherwise, it might be extremely challenging to come up with fresh ideas regarding the business model development.

7.3 Recommendations for the Case Company

As the starting point, it should be decided by the company managers whether to organize the “Digital City Adventure” the next year. This decision should be done in order to allocate the company’s resources in an appropriate way. In the case if the company managers will decide that they see the potential (i.e. entertainment purposes) behind the event, it is suggested to apply all the recommendations that were already mentioned in chapter “*7.2 Responses to the Research Questions*”. Due to the fact that the research questions for this research paper were designed in a way that they already required providing the recommendations as the response to the question, it was decided by the author not to repeat the full description of each and every suggestion. Instead, it was decided to describe them briefly once again.

- Shared vision regarding the “Digital City Adventure” should be created among the company managers. To be more precise, it is essential to discuss and specify aspects such as purpose, goals and objectives of the event. As it was noted by Soudagar (2012, 190), “if you cannot measure something, you cannot manage it”. In other words, it is nearly impossible to measure whether the event was successful or not without stating the purpose, goals and objectives in advance.

- Regarding both the Business Model and the Value Proposition Canvases (those that were described, visualized and assessed by the author), it can be advised to consider the following two aspects:
 - Assemble a team of both the company managers and event managers with the aim of discussing the research findings. At the same time, there will be an opportunity to exchange other developmental ideas. What is more, each building block of the Business Model Canvas should be discussed. Special attention should be paid on the components that were identified as the obsolete.
 - Evaluate the current business model with the help of SWOT analysis. To be more precise, the author of this paper did not use this method of assessment for the reason that, otherwise, the research paper would have been much longer than it is now. Thereby, the guidelines of how the SWOT analysis should be performed were covered in chapter “3.1.4 *Evaluating Business Models*”.

- Rethink and improve the whole event planning process. In particular, not only the list of tasks but also the deadlines for their completion should be written down. At the same time, it is important to assign employees for the particular task. What is more, Gantt Chart can be used in order to visually summarize and systematically monitor the preparation process.

- Consider having discussions with both the event managers and the event stakeholders not only before but also after the event. Moreover, its importance should not be underestimated due to the fact that discussions can help with establishing better relationships as well as outlining developmental directions. However, due to the fact that secondary data revealed that there were many stakeholders (i.e. in-kind and location sponsors) involved, it can be advised to create an online feedback form, where stakeholders will be asked to express their opinion regarding the “Digital City Adventure” event. Nevertheless, without a doubt, face-to-face discussion is a more powerful source of information.

- In order to meet unsatisfied, new, or hidden participants’ needs it is advised to consider the following developmental suggestions: (1) marketing materials

should be translated from Finnish into English, (2) the same translations should be done regarding the whole event information and especially regarding the aspects such as opening and closing ceremonies, distribution of points and prizes for the winners, (3) creation of the anonymous form where players will be able to submit the evidence (i.e. photos or videos) of others breaking the game rules (i.e. using a car), (4) introduce different game categories (i.e. for participants that are willing to use cars, bicycles or go from checkpoint to checkpoint on foot), (5) create a separate game category for families with kids.

- Feedback form (post-event survey) should be somehow integrated into the game in order to collect information regarding the participants' satisfaction level along with their demographics. Otherwise, the response rate is relatively small compared to any other post-event survey.

In addition, after the key points of this research paper will be presented to the company managers in the nearest future, it might be decided that there is no future for the “Digital City Adventure” mainly for the reason that its planning and management is time-consuming along with the overall unprofitability. In this case, it can be suggested to focus on research regarding the issue of how to create a brand out of the platform. More information regarding this recommendation can be found in chapter “7.6 *Suggestions for the Future Research*”.

7.4 Limitations of the Research

Regarding the conducted interviews, it should be noted that not all the potential respondents were interviewed. For instance, only CFO (Chief Financial Officer) and COO (Chief Operating Officer) were interviewed from the company managers, while CEO (Chief Executive Officer) and CTO (Chief Technology Officer) were not present for various reasons. However, it should be pointed out that CTO was not expected to participate in the interview for the reason that this research paper does not really focus on the platform, its maintenance and development. At the same time, CEO was not present due to the work trip. Moreover, only two out of four event managers were interviewed. Despite this, an interview revealed that exactly those two respondents are able to provide all the needed information for this research paper. Another aspect that should be

discussed is that only two stakeholders (in-kind and location sponsors) were interviewed, while the number of all the individuals, local associations, companies, schools, universities, and so forth cannot be that easily counted. To put it another way, almost half of the city was involved into the “Digital City Adventure” in one way or another. Furthermore, even though only five event participants were chosen for the interview, it is believed that they provided an insight into the participant’s satisfaction level as well as into their unsatisfied, new or hidden needs. Overall, in terms of this research paper, the number of respondents can be stated to be sufficient.

Concerning the observation that was done during the “Digital City Adventure”, it can be stated that not all the checkpoints were observed due to the fact that the author of this research paper was involved in some organizational matters. In particular, the author was helping the event managers on checkpoints around the city. Despite this, it was still possible to obtain the full picture regarding the event’s organization.

Lastly, even though the response rate for the post-event survey was only 12 percent, it can be stated that the received information is enough in terms of this research paper. It is so for the reason that participants’ responses gave an overview of their satisfaction level along with the vital information regarding their demographics, which can be used when allocating the marketing resources for the next event. Moreover, this information can be used when choosing the most suitable marketing channels when trying to reach potential event participants.

All in all, even though there were some limitations, it should be stated that the sufficient amount of information was obtained, analyzed and transformed into suggestions for the case company.

7.5 Quality of the Research

Even though Eriksson and Kovalainen (2016, 305) have stated three common and broadly used criteria for evaluating the research quality such as the *reliability*, *validity* and *generalizability*, there is the parallel concept called “*research trustworthiness*” which will be used in order to assess the quality of this research paper. It includes aspects such *credibility*, *transferability*, *dependability* and *confirmability* that will be discussed in the context of this research paper.

When assessing the *credibility* of this research paper, it should be stated that the researcher got an in-depth knowledge of the fields such as events management and both the Business Model and the Value Proposition Canvases. The researcher has understood all the aspects that are related to the topic, based on which the research paper was written. Moreover, the researcher has logically linked the findings and interpreted them in an appropriate way. The *transferability* of this research paper can be a complicated issue to be measured for the reason that no similar research was previously done regarding the “Digital City Adventure”. Hence, there are no previous findings and other research results that could be compared with the results and findings obtained through research methods that were used in this research paper. Regarding the *dependability*, it was ensured by the researcher that the whole research process has been well documented, easily traceable and logical. It was done for the purpose of letting any reader of this research paper to easily understand its core meaning including the research objective, questions, methods, results and conclusion. Meanwhile, concerning the *conformability* of the research paper, it should be stated that the researcher showed the ability to masterly explain the data so that its meaning is clear for everyone reading the research paper.

7.6 Suggestions for the Future Research

First of all, it is important to note that results and findings of this research paper can be used in any other research both in the similar field or not. In the case if someone will be willing to expand the scope of the research regarding the “Digital City Adventure”, this research paper can be used as the base or as the starting point. In particular, more interviews can be conducted with the rest of potential respondents such as event managers, stakeholders (in-kind and location sponsors) and participants. What is more, as it was mentioned in chapter “6.2 Secondary Data”, 217 (42%) out of 516 registered players have changed their mind and did not participate in the event. Hence, a separate research can be conducted regarding this issue.

However, as it was already proposed when answering the research questions, the future research can concern the idea regarding the creation of a brand out of the platform (which is the base for the “Digital City Adventure”). Due to the fact that this solution can be considered as the only way of expanding the boundaries of the current business model and improving competitiveness, particular attention should be paid on researching this topic. At the same time, this solution can be considered as the only opportunity

that potentially can generate profit for the company. If someone will be reading this paper and will get interested in the proposed topic, the author of this research paper can even suggest the possible research questions that should be answered for the benefits of the company:

- What is the approximate period of time needed to create a brand out of the platform? Which key stages should be considered?
- What kind of innovative, bold and daring ideas should be created in order to create a strong brand out of the platform?
- How much funding should be raised in order to cover the costs allocated to the research and development?
- Which features are still relevant and which are obsolete? What kind of new features should be added to the platform?
- Which pricing policy should be applied? How should the break-even point be calculated?
- Who are the target customers for the platform? Through which marketing channels should the communication process be established with them?
- etc.

Overall, there is no doubt that sufficient amount of time should be spent on researching this topic before any recommendation can be made for the company. However, it is believed that this topic can be highly valuable for the company as it might outline the strategy for making the platform a profitable business. To be more precise, by creating a strong and irresistible brand out of the platform, the whole product can be expected to look less risky in the investor's eyes (Kapferer 2012, 23). At the same time, a brand should be created by taking into account the fact that a product or service should differentiate (i.e. making it either more tangible, rational and functional or intangible, emotional and symbolic) from other offerings that are available on the market (Kotler & Keller 2016, 146).

8 CONCLUDING REMARKS

The author of this research paper is willing to conclude by expressing the words of gratitude for all the people who were directly or indirectly involved into the research. In particular, it is essential to thank the case company for providing this research topic that turned to be a great personal and academic experience for the author. Additionally, author would like to thank her supervisor for the patient guidance, encouragement and advice he has provided throughout the research process.

There is no doubt that some students might not know where to begin or even feel completely lost when it comes to deciding upon an appropriate topic and delving into the research process. Hence, chapter “7.6 *Suggestions for the Future Research*” has outlined a separate topic along with the almost complete set of research questions that should be answered. What is more, it can be stated that some student in search for the topic can take this proposed idea and write his or her Bachelor’s thesis based on this subject.

Furthermore, it should be mentioned that author has gained some essential skills that usually encompass every level of research. First of all, the author has shown ingenuity and creativity when designing all the figures by herself. Due to the fact that all the tables and figures were made by using the same style and color choice, the overall integrity of this paper was respected. Frankly speaking, the author believes that every paper should have a kind of a personal touch when it comes to design. Secondly, the author carefully considered ethical issues such as plagiarism, misuse and misinterpretation of findings. Thus, ample time was spent on investigating the appropriate ways for avoiding those issues in this research paper. At the same time, it should be noted that author has conducted the whole research independently while not neglecting to ask for developmental pieces of advice from the supervisor. Moreover, author mastered her organizational skills when meeting predefined deadlines. Additionally, it can be stated that author showed her strong motivation and diligence when writing this research paper.

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APPENDICES

APPENDIX 1 (1).

Questions for the interview with the company managers.

General questions related to the event:

1. How would you describe the *purpose, goals and objectives* of the event?
 - 1.1. Did you share the same vision with the event manager(s)?
2. For how many years was the event organized before?
 - 2.1. Was it organized only in Mikkeli?
3. What was changed in the event concept compared to the previous year(s)?
4. Did you have to get any kind of *licenses and permits* before organizing the event?
5. How did you *raise funds* for the event (i.e. sponsorship)?
6. What was the *cost structure* of the event (i.e. salaries, marketing materials, platform maintenance, and so forth)?
7. Who were your *sponsors* (i.e. financial sponsors, in-kind sponsors, media sponsors, location sponsors, labor sponsors or signature sponsors)?
8. Do you consider organizing the event in other cities or even countries?
 - 8.1. What are the main obstacles that stop you from doing this?
9. What kind of *future plans* do you have regarding the event?
 - 9.1. Are you willing to organize it also the next year? If yes, what will you do differently?

Before the event:

10. How did you choose the appropriate days for the event?
 - 10.1. Were the chosen dates somehow connected to other activities held in the city? (i.e. hockey)
11. How did you choose the location / venue for the opening and closing ceremonies?
12. What was the *total number of registered players*?
13. Which stages of the event planning were the most *time-consuming*? What was the approximate *duration* of each stage?

[Continues]

APPENDIX 1 (2).

Questions for the interview with the company managers.

- a) Platform (www.dks24.fi) development: adding new features (possibility of forming groups), renewing and translating (from Finnish into English) checkpoints and quizzes.
 - b) Finding and contacting sponsors (i.e. financial sponsors, in-kind sponsors, media sponsors, location sponsors, labor sponsors and signature sponsors).
 - c) Preparing (designing and printing) the marketing materials (i.e. banners, posters, handouts) and distributing them around the city.
 - d) Finding and contacting artists and performers for both the opening and closing ceremonies (i.e. fire show, music concerts)
 - e) Finding, contacting and interviewing the potential candidates for the event management and marketing positions.
 - f) Risk management and assessment.
 - g) Other
14. How did you estimate the *appropriate number* of event managers and volunteers needed for the event?
15. What were your *criteria to assess their knowledge, skills and experience* in the field of event management before hiring them?
16. Did you collect any *marketing information* (i.e. the number of attendees and their demographics, marketing performance and effectiveness, participants' expectations and satisfaction) from the previous event? If yes, did you provide this information to this year's event manager(s) in order to better allocate the marketing resources?

During the event:

17. Did you face any kind of *problems that required your involvement* rather than event manager(s)? In other words, something that could not be solved by event manager(s) (i.e. platform maintenance).

[Continues]

APPENDIX 1 (3).**Questions for the interview with the company managers.****After the event:**

18. Did you somehow estimate *how many of the registered players took part in the event?*
19. Did you have the *feedback discussion* with event managers after the event?
20. How would you describe the *outcome* of the event?
 - 20.1. Was it successful or not?

APPENDIX 2 (1).

Questions for the interview with the event managers.

General questions related to the event:

1. Was that your first experience of being the event manager for the “Digital City Adventure”?
 - 1.1. Did you have any *previous experience* of being an event manager?

Before the event:

2. Which *marketing channels* did you use in order to *reach potential event participants* (i.e. social media marketing, newspaper article, radio advertisement, posters / handouts / banners, promotional speeches, and so forth)?
 - 2.1. How *costly* were those channels?
3. What were the possible *risks* related to the event (i.e. absence of event manager(s), platform-related issues, considerably small number of participants, and so forth)?
 - 3.1. Did you try to minimize or completely eliminate those risks?
4. Was the *safety* of the participants considered (i.e. limiting the amount of people coming inside the room / building where the checkpoint was)?
5. Did you get *enough information* (i.e. event schedule) from the company managers?
6. Was it easy to understand how *responsibilities* were divided among the event managers?
7. How did you choose the *location* for the checkpoints? Is there something special about those places?

During the event:

8. Which *marketing channels* did you use in order to *keep the event participants up-to-date* (i.e. Facebook page, Instagram account, and so forth)?
9. Did you use any kind of a *live stream* (i.e. YouTube, Instagram, Periscope, and so forth)?
 - 9.1. In your opinion, is that really *necessary* to have a live stream?
 - 9.2. What are the main *obstacles*?

[Continues]

APPENDIX 2 (2).**Questions for the interview with the event managers.**

10. Did you have a situation that some participants were *breaking the rules* (i.e. using a car)?
 - 10.1. What should participants expect in the case if they break the event rules?
11. In the case if participants needed any kind of *help or assistance*, were they able to send their questions online or only by asking the event managers on the check-points?
12. Did you provide any kind of *discounts for event participants* (i.e. meal at McDonalds)?

After the event:

13. Which *marketing channels* did you use in order to *provide some post-event information* (i.e. newspaper article, posts in social networks and so forth)?
 - 13.1. How *costly* were those channels?
14. Do you consider the *post-event evaluation* an important aspect?
 - 14.1. What was done in order to assess the participants' satisfaction level (i.e. survey, interviews, and so forth)?
15. How would you describe the *outcome* of the event?
 - 15.1. Was it successful or not?

APPENDIX 3.

Questions for the interview with the event stakeholders (both the in-kind and location sponsors).

General questions related to the event:

1. Have you *previously* (last year or even earlier) *participated* in the “Digital City Adventure” as the stakeholder?
2. What was your *contribution* to the event?
 - a) Did you provide the *location(s)* (i.e. a room(s) or a building(s)) for the checkpoint(s)?
 - b) Did you provide any kind of *product(s) or service(s)* that were directly or indirectly used before, during or after the event?
 - c) Other
3. What did you *get in return* for your contribution (i.e. promotion of your product(s) or service(s), and so forth)?
4. How likely is that you will *participate the next year* in “Digital City Adventure” as the stakeholder?

Before the event:

5. Who invited you to participate in the event as the stakeholder?
 - a) Was it *proposed* by the company managers?
 - b) Was it your *own initiative*?
6. Did you get *enough information* regarding the event (i.e. schedule, and so forth)?

During the event:

7. Did you get *enough assistance* from the event managers during the event?
 - 7.1. Were they helpful enough?
8. Did you *share your involvement* in the “Digital City Adventure” in any media (i.e. social networks, and so forth)? If yes, did you use the hashtag *#DKS2016*?

After the event:

9. Did you have any kind of *feedback discussion* with the company managers or event managers?
 - 9.1. Do you find it necessary?

APPENDIX 4 (1).

Questions for the interview with the event participants.

General questions related to the event:

1. Was that the first time you participated in the “Digital City Adventure”?
2. Do you think it was a good choice of the event dates (30 September – 1 October)?
3. What do you think about the marketing slogan of the event: *“It’s like Pokemon Go with adrenalin”*?
 - 3.1. Does it cause positive or negative emotions?
4. Have you ever heard about (or even participated in) some *similar event(s)*? If yes, describe the most noticeable difference(s) (i.e. ticket price, duration, the number of checkpoints, the level of difficulty, and so forth).
5. If you are asked to answer the *post-event survey* after participating in any kind of event or activity, what is your reaction (i.e. you do not want to waste your time on it or you feel important because your opinion is valued)?
6. In the case, if the ticket price would be introduced, what is the *maximum price* you would pay?
 - 6.1. Is there something that should be included (i.e. hoodie, free food, and so forth) in the price?

Before the event:

7. What were your *expectations* before the event?
8. Did you get *enough information* before the event?
9. From the following list, is there something that *was not clear* for you:
 - a) Distribution of points (for both the individual players and for the group)
 - b) The location of the opening ceremony and the starting time.
 - c) The event schedule (i.e. when will be the last checkpoint on Friday and the first on Saturday, and so forth)
 - d) The prizes and for which places (i.e. only the first and second places) they will be given. Also, prizes for groups.
 - e) In the case if students of MUAS (Mikkeli University of Applied Sciences) formed a team and added “XAMK” into the team name, they were able to compete for some special prizes.
 - f) Other

[Continues]

APPENDIX 4 (2).**Questions for the interview with the event participants.****During the event:**

10. Describe your *experience of using the event platform* (www.dks24.fi).
 - 10.1. Was it easy to understand how everything is working?
 - 10.2. How much time did it take to get familiar with the platform?
11. If something was not clear for you (or in the case of any kind of problems), was it easy to get the needed *help and assistance* from the event managers?
12. Did you notice anyone *breaking the game rules* (i.e. using a car)? If yes, did you inform the event managers about that?
13. Did you use the *discount opportunities* (i.e. meal at McDonalds)?

After the event:

14. Were all your *expectations fulfilled*?
15. Did you make any posts in social networks regarding the “Digital City Adventure”?
 - 15.1. Which social networks?
 - 15.2. Did you use the hashtag *#DKS2016*?

APPENDIX 5 (1).**Transcript of the interview with the company managers (CFO and COO).****General questions related to the event:****1. How would you describe the *purpose, goals and objectives* of the event?**

Respondent A (CFO): “It is a complex question. Originally, the event idea was to prevent young people from dropping out of the society. The first motivation was to create an event that stimulates young people that are in school, recently graduated or unemployed to get out of the house. That was the original purpose. However, during the years, it turned more into an event that gets people for more or less, entertaining purposes. One aspect that we would like to promote, as the game platform provider, is that it would be motivated by local companies to use the event for marketing purposes along with getting customer contacts. In the case of Mikkeli, those companies do not want to contact existing or potential customers and spend any money on marketing”.

Respondent B (COO): “Basically, our goal was to show our corporate social responsibility and see whether we can do any business with this event because there is no money in it. The other purpose was to test the technology that we have developed.”

Respondent A (CFO): “OiOi were basically designing the content, the visual appearance (i.e. user interface, colors) and graphics. The technology behind that (game platform) is our own development. OiOi does not really have anything to do with that. At the moment, it is more like technology test for us as well as being a part of the local society. We got some money but it did not cover the costs. So, we are doing that because we are the nice guys. Currently, our role in the game is only to provide the platform.”

Respondent B (COO): “That is not true. Our role included also organizing all the event, but we would like to have that role that we just provide the technology.”

Respondent A (CFO): “Because organizing the event takes a lot of time and we do not get any money for that.”

1.1. Did you share the same vision with the event manager(s)?

Respondent A (CFO): “The event is following the vision of many people. In other words, we have one vision and event managers have their own vision. Partly it was shared but the most part was not.

[Continues]

APPENDIX 5 (2).**Transcript of the interview with the company managers (CFO and COO).**

The whole thing is financed by the public money, which should be applied for some kind of a project. Those people are basically another player of this game actually depending on the cash flow. Those people are getting their salary paid by the public money. Except for the event manager X (*Respondent C*), who was hired for this project. Therefore, our visions vary a bit. We would like to see the event being developed in terms of business development and they want it to be funded by someone else. Therefore, our visions are not completely matching.”

Respondent B (COO): “There are some similarities, but not all the involved people are having the same vision.”

Respondent A (CFO): “In terms of the game itself or what the actual game should be, this vision is pretty much shared. More or less.”

Respondent B (COO): “But, for instance, event manager’s Y vision is totally different than ours. She is about creating the big events (i.e. fancy big concerts), while we are focused on the game itself. In her opinion, the game is the side event for the concerts. It can be also easily seen from the marketing that she was doing. For instance, there was not any mention about the game itself but something about Mikkeli and the local stores. What we wanted is that she will be speaking about the Digital City Adventure, but she came to Mikkeli and went shopping while telling about Mikkeli and nice clothes that she was buying. She did not even mention about the game. I was thinking that she will make two thousand gamers. From our point of view, that money was wasted for marketing Mikkeli but not the game. That is like the vision difference between our and event manager’s Y.”

Respondent A (CFO): “That is a good example.”

Respondent B (COO): “It is like a real example, where you can easily see that difference. But, anyway, it does not matter because we are not making any money.”

2. For how many years was the event organized before?

Respondent A (CFO): “First time it was played in 2013.”

Respondent B (COO): “So, it was the fourth time this year.”

[Continues]

APPENDIX 5 (3).

Transcript of the interview with the company managers (CFO and COO).

2.1. Was it organized only in Mikkeli?

Respondent A (CFO): “Only in Mikkeli. Have not been played anywhere else so far.”

3. What was changed in the event concept compared to the previous year(s)?

Respondent A (CFO): “The previous change was made last year when we tried to play the game within 24 hours. The first two games lasted about 5 days. We cannot actually remember, but something about a week. And we came to the conclusion that it is a too long time for the game. If we wanted to have a bigger audience for the game, we needed to make it more compact. That worked out. I mean, last year when we had the first game that lasted 24 hours, we doubled the number of players. Originally, it was something about 200-300 players and last year we had 400 players. This year it was a bit more than 400. Although, the funny thing is that this year we did not double this number. <...> Maybe it is a marketing issue or maybe some people are not interested in this kind of the game. We do not actually know.”

Respondent A (CFO): “This year we introduced the opportunity to form the teams. Last year players were able to form teams organically even though that feature was not provided in the game. In other words, players formed their own teams and played the game this way. That is the reason why we introduced that team creation feature this year.”

4. Did you have to get any kind of licenses and permits before organizing the event?

Respondent A (CFO): “Well, yes. Although we were not involved in that. As our organization, we did not take care of any licenses and permits. However, I understand that in order to have any kind of concerts and events, there is a need to make some kind of notice to the police. At the same time, there is a need in some kind of licenses for arranging the concert, at least regarding noise and all that. Basically, there is a number of paper work that you need to do. Although, I do not fully know about all the licenses that are required. I think event manager Y mostly took care of those.”

5. How did you raise funds for the event (i.e. sponsorship)?

[Continues]

APPENDIX 5 (4).**Transcript of the interview with the company managers (CFO and COO).**

Respondent A (CFO): “There is no sponsorship, it is a public money.”

Respondent B (COO): “There was some from one bank and one insurance company. They have contacted a couple of companies. However, they thought that the deal is not going to happen.

Some of the companies are easier, while some are not.”

Respondent A (CFO): “I am confident that the actual sales (hard sales) were not done.”

Respondent B (COO): “Of course not.”

Respondent A (CFO): “Because it is not their part.”

Respondent B (COO): “Nobody asked the event manager X (*Respondent C*) to do that. And no one else got time to do that. That is about it.”

Respondent A (CFO): “So it was the public money.”

6. What was the *cost structure* of the event (i.e. salaries, marketing materials, platform maintenance, and so forth)?

Respondent A (CFO): “Our money goes to salaries because it is basically coding and arranging things.”

Respondent B (COO): “Salary for event manager X came from some association. At the same time, some money went to artists, but I do not know how much. I do not even care.”

Respondent A (CFO): “I think they spent some money on marketing.”

Respondent B (COO): “There were at least two public-funded projects that provided money for the whole event. Moreover, the insurance company and the bank with some thousands. So, I do not know. This is just too small amount of money to even talk about money.”

[Continues]

APPENDIX 5 (5).**Transcript of the interview with the company managers (CFO and COO).**

Respondent A (CFO): “It is always a goodwill. From our part it is salaries, platform maintenance. Well, we are maintaining platform anyway, within the budget.”

7. Who were your *sponsors* (i.e. financial sponsors, in-kind sponsors, media sponsors, location sponsors, labor sponsors or signature sponsors)?

Respondent B (COO): “We were cooperating with different associations like orienteering and archery clubs. Anyway, there were different sports associations. So, we do that in cooperation so that no one gets paid, but they are able to promote their clubs, activities, courses and memberships to the players. Basically, we are providing the possibility for them, while they are providing activities for the checkpoints.”

8. Do you consider organizing the event in other cities or even countries?

Respondent B (COO): “In Lahti (during the World Ski Championship in February) this game is going to have some similar features, but still very much different compared to what we have there in Mikkeli.”

Respondent A (CFO): “This event takes two weeks and the actual motivation of the game is to get people (tourists that come for the game and also the local people) to visit local stores and see the local sights. Our goal is to get as much involvement with local companies as possible. I think that it has a possibility to be more or less successful. The hardest thing to do is to market the game idea to local store owners and convince them that they should be involved into the game to be able to get people come to their store and raise revenue for that. That would be the hardest part. Basically, it is the same platform and the same game, but the application is a bit different.”

8.1. What are the main obstacles that stop you from doing this?

Respondent B (COO): “The main obstacle is that there is no business model. That is the number one obstacle. I guess that it is possible to make positive result out of the Digital City Adventure in any city, but it means that somebody needs to do really much work with his / her own risk. However, there are no individuals or companies that would like to take that risk for the reason that you hardly get enough sponsors.”

[Continues]

APPENDIX 5 (6).**Transcript of the interview with the company managers (CFO and COO).**

Basically, there should be the local partner, who really buys the Digital City Adventure idea and starts to do the work. In the case if they are doing the work and we are just offering the technology, then it is a good work. Basically, our customers are public organizations and they got no money. So, no business model, no customers, no money.”

Respondent A (CFO): “In order to make the Digital City Adventure a profitable business, a large amount of money is required in order to create a brand out of it. Brand in terms that cities want to have the game within their city. Therefore, we will be in a position to sell them what they need. That way we will be able to attract sponsors while cities will take care their part with their own public funds. At the same time, we could have some local, national and international sponsors, who will fund the event because they want to be seen. However, that requires an establishment of a big brand. It should also be broadcasted on the different platforms. That is the vision, I believe, that will make it into a profitable business. But for that we would need a serious funding, marketing and we should partner with some TV producing companies in order to make it a family entertainment. Something like the Amazing Race, that kind of a brand.”

<...>

Respondent A (CFO): “I honestly see that there is a great opportunity for the Digital City Adventure if we could have a funding. When I am talking about funding, I mean from 1 to 2 million euros. Half of it will go only to marketing only in Finland. If we could have 2 million euros only for this, we can make a brand out of it. That is for sure. Within two years, that would be a brand. However, we do not have 2 million euros. We have already been talking to one TV production company and the problem with them is that they are afraid, because for them it would be a big investment. TV networks are buying safe things that will give them reasonable ratings (a number of viewers). Their problem is that they need to find program ideas that they are able to sell to the networks. Networks are really tough nowadays because every network is struggling with their own finances.”

<...>

[Continues]

APPENDIX 5 (7).**Transcript of the interview with the company managers (CFO and COO).**

Respondent A (CFO): “They understand that this would be a big production. We told them that if they want to make it big, it should be broadcasted live both on TV and the Internet. When they start calculating how much it will cost, they end up with the huge amounts of money. At the same time, there is no guarantee whether it will pay back. They play safe.”

<...>

Respondent A (CFO): “I think that they are afraid and they are lazy. In the case if we invest our own 1 or 2 million euros, any company would go with us. Then it would be on our own risk and their risk will be really small. The plan regarding the game is to find out how we can monetize with the game. We are looking for different kind of applications. Unfortunately, most of them are not working in Finland. What we will probably do this year in Dubai is the similar game. However, the idea behind the game is to have players to go to Dubai mall and visit different stores (particularly, brand stores) in order to collect points.”

Respondent B (COO): “In order to do that we need tons of new technology working.”

Respondent A (CFO): “There we see an opportunity that this could work. In terms of “work”, I mean making some money out of it. In large cities people spend a huge amount of money on product marketing. They are not afraid to make investments.”

9. What kind of *future plans* do you have regarding the event?**9.1. Are you willing to organize it also the next year? If yes, what will you do differently?**

Respondent A (CFO): “Most likely it will happen again next year. Next year we hope that our part will be only to provide the technology. We want to be in that position and not to spend our time and energy on creating the game. As long as there is no sizable revenue for us, we want to have the smallest possible role (only as the technology provider).”

[Continues]

APPENDIX 5 (8).**Transcript of the interview with the company managers (CFO and COO).****Before the event:****10. How did you choose the appropriate days for the event?****10.1. Were the chosen dates somehow connected to other activities held in the city? (i.e. hockey)**

Respondent A (CFO): “No, it was not connected to the hockey at all. One thing is that the study year at MUAS and Aalto should start so that we could have all the students in Mikkeli. Therefore, it is hold during September or October.”

11. How did you choose the location / venue for the opening and closing ceremonies?

Respondent B (COO): “We just needed some places. The central park that was used the last time was booked so that we could not use that. We thought that the summer theater would be a nice place. The closing location was chosen because of the hockey game.”

<...>

12. What was the *total number of registered players*?

[Data was provided after the interview and can be found in chapter “6.2 Secondary Data”.]

13. Which stages of the event planning were the most *time-consuming*? What was the approximate *duration* of each stage?

- a) **Platform (www.dks24.fi) development: adding new features (possibility of forming groups), renewing and translating (from Finnish into English) checkpoints and quizzes.**
- b) **Finding and contacting sponsors (i.e. financial sponsors, in-kind sponsors, media sponsors, location sponsors, labor sponsors and signature sponsors).**
- c) **Preparing (designing and printing) the marketing materials (i.e. banners, posters, handouts) and distributing them around the city.**

[Continues]

APPENDIX 5 (9).

Transcript of the interview with the company managers (CFO and COO).

- d) **Finding and contacting artists and performers for both the opening and closing ceremonies (i.e. fire show, music concerts)**
- e) **Finding, contacting and interviewing the potential candidates for the event management and marketing positions.**
- f) **Risk management and assessment.**
- g) **Other**

Respondent A (CFO): “That is pretty hard to say.”

<...>

Respondent B (COO): “I do not know how many days we spent with the platform. Many. The designing process of checkpoints (both normal and secret ones) takes time.”

Respondent A (CFO): “Finding the checkpoint sponsors takes time because you have to talk to people and meet them. In calendar time, I think that it is probably the longest stage. At the end of the day, it is all done during the last week in huge panic. Not really, but it tends to go closer to the starting day. It is a big amount of work connected to organizing the game.”

Respondent B (COO): “One organization does not need much time for contacting them, but you need to call them several times and meet them a few times before the event. We divided the tasks so that I was contacting some of the organizations and someone else took others. I guess that it was not too hard for anyone.”

14. How did you estimate the *appropriate number* of event managers and volunteers needed for the event?

Respondent A (CFO): “Mainly the checkpoints were meant for the associations.”

Respondent B (COO): “One of the organizers took the responsibility for the checkpoint and decided how many people from our organization should be there. On some checkpoints there was no one, while on some there were either one or several people.”

[Continues]

APPENDIX 5 (10).**Transcript of the interview with the company managers (CFO and COO).****15. What were your *criteria to assess their knowledge, skills and experience in the field of event management before hiring them?***

Respondent A (CFO): “The only person that was hired is the event manager X (*Respondent C*). There was a number of candidates. Not too many.”

Respondent B (COO): “Event manager X (*Respondent C*) was the only one who had the real life experience of organizing the events. No one else had.”

Respondent A (CFO): “Some of the event managers knew her already. Especially, what kind of personality she has. She proved to be a good match. I think that she did a very good job.”

16. Did you collect any *marketing information* (i.e. the number of attendees and their demographics, marketing performance and effectiveness, participants’ expectations and satisfaction) from the previous event? If yes, did you provide this information to this year’s event manager(s) in order to better allocate the marketing resources?

Respondent B (COO): “I do not remember.”

Respondent A (CFO): “I do not think that we had any kind of demographics.”

Respondent B (COO): “We sent the survey, but I do not remember what was asked.”

During the event:**17. Did you face any kind of *problems that required your involvement* rather than event manager(s)? In other words, something that could not be solved by event manager(s) (i.e. platform maintenance).**

Respondent B (COO): “Event manager X (*Respondent C*) did not know many things about the game platform.”

[Continues]

APPENDIX 5 (11).**Transcript of the interview with the company managers (CFO and COO).**

Respondent A (CFO): “During the game there was one bug that was fixed during the night between Friday and Saturday (September 30 – October 1). That was the case where we were involved during the event.”

<...>

After the event:

18. Did you somehow estimate *how many of the registered players took part in the event?*

[Data was provided after the interview and can be found in chapter “6.2 Secondary Data”.]

19. Did you have the *feedback discussion with event managers after the event?*

Respondent B (COO): “We shared some sentences just after the game. It was short, just like two minutes. <...> The basic thing is that people want to organize the Digital City Adventure, but no money is generated out of it.”

Respondent A (CFO): “We are not against that. We will definitely provide the platform and if they want to arrange that, go ahead. However, we will not spend the resources on it because we are focused on making the cash flow. Obviously, there is no cash flow for us.”

Respondent B (COO): “It is not enough for our employees.”

Respondent A (CFO): “If they arrange it, we will provide the platform and the needed technology. No problem with that. We will take some sort or field out of that. <...> As long as we get our cost at least, that is fine. Probably, we would like to get some profitability out of that. On the other hand, it is recognized that people are really motivated to arrange it again. However, I am disappointed that they do not have the ambition, which is required to make a really big thing happening. These people are happy to have 500 registered players. I would be happy if I had 5000 registered players.”

[Continues]

APPENDIX 5 (12).**Transcript of the interview with the company managers (CFO and COO).**

Respondent B (COO): “They did not really market it all. They were happy to have about 500 people. It is nothing. I mean Jukurit (local hockey team) plays every night and 4000 people are there watching the game.”

Respondent A (CFO): “We should get around 4000 – 5000 people playing the game, then there would be an opportunity to make profit.”

Respondent B (COO): “And also the checkpoints were too easy this time. But this is another story.”

Respondent A (CFO): “There is a lot of hype and excitement, but only within a small group of people.”

Respondent B (COO): “Most of the people did not even know about the game. Therefore, the marketing was poorly done.”

Respondent A (CFO): “Because there are no resources and money in marketing.”

Respondent B (COO): “And no idea of doing it. If you are doing marketing during the very last week before the event, it cannot have any successful results.

Respondent A (CFO): “The problem there is that in order to make success out of the Digital City Adventure, we should have at least 3000 players. The marketing should be started in advance and it should be ensured that marketing reaches the audience of potential players throughout the year. Then accelerate the marketing two month, one month, two weeks, one week before the event. The marketing results should be also followed. It means that it is a job for one person, two persons or even the whole company.”

Respondent B (COO): “It is hard to get 3000 players.”

Respondent A (CFO): “It should be the way that people come to Mikkeli in order to play the game.”

[Continues]

APPENDIX 5 (13).

Transcript of the interview with the company managers (CFO and COO).

Respondent B (COO): “Yes, that is one point. In principal, people that are doing marketing in Mikkeli believe that Mikkeli is such a small place that no one would be interested in coming there.”

Respondent A (CFO): “The problem is that there is no professional marketer. I mean someone, who really knows what he or she is doing. For the Digital City Adventure success, the professional resources will be needed along with the real money in order to make it happen. Since that does not exist, the whole thing is arranged by amateurs. In order to arrange thing like this ambitiously enough, there should be professional sales managers, marketing managers and event managers. Maybe we could do that, but we need big funding. At the same time, it would not make any sense for us to take that risk. Because if we will take that risk, it would mean that own the game and it would be our thing totally. Therefore, we just provide the platform.”

20. How would you describe the *outcome* of the event?

20.1. Was it successful or not?

Respondent A (CFO): “Depends on who you are asking. I mean, it was successful in terms of the fact that we rebuilt the platform before the game. That was completely rebuilt. Only one bug was found during the game, which was connected to the points distribution. It was not fatal and could be fixed so that the points were correct. Otherwise, technically the game worked fine. In that point of view, it was a success for us. More players, more registered and active players compared to the previous years. In that perspective it was also a success. Not a huge one, but still. We wanted to have 1000 registered players, but we only got 500. In that terms, it was a huge failure. However, it was more compared to previous years. I do not know whether it was a success. The local paper did not write about it meaning that there was no coverage of the game. If you look it this way, you have an event in town that takes place for 24 hours, attracts about 500 people, a number of organizations and societies are involved, there are both the opening and closing ceremonies, but the local newspaper does no coverage whatsoever. So, what that tells you? Does it tell you about the local paper? <...> They write about completely nonsense. Their editorial policy is not to support the local things and happenings.”

[Continues]

APPENDIX 5 (14).**Transcript of the interview with the company managers (CFO and COO).**

<...>

Respondent A (CFO): “We did not make a big loss.”

Respondent B (COO): “It was not very successful, but it went quiet well.”

Respondent A (CFO): “In business-wise it was nothing.”

Respondent B (COO): “Players liked it, that is what I think. We failed in doing secret checkpoints challenging enough. Especially on Friday everyone was very disappointed, but Saturday was way better.”

Respondent A (CFO): “I think that one problem with the Digital City Adventure is that there is no shared vision. There is no one clear vision of how we are going to make it, for who, why and so forth. Basically, it is a fundamental thing.”

Respondent B (COO): “Because some people are interested only in getting paid. Therefore, the vision is not shared.”

Respondent A (CFO): “Yes, they want to get paid, but they will get it anyway. They will get their salary whatever they do.”

Respondent B (COO): “There is no that kind of motivation. Maybe someone is interested in creating some part of the event because they think it is fun. There is nothing wrong with fun. Is you are spending time on creating fancy checkpoints instead of doing marketing, you will fail. For instance, this year we failed in Aalto University for the reason that there were no players from there. Last year there were like dozens of them. I think that one of the target audience is students from various educational institutions.”

Respondent A (CFO): “In order to make the Digital City Adventure a big thing, someone should take the ownership for the game. After that, he or she should have a clear vision how to do it, why to do it and for whom to do it. He or she should follow this vision, instead of listening to different interest groups.”

Respondent B (COO): “Basically, after the game we came to the conclusion that we were right in terms that this is not our business and will totally concentrate on different application areas regarding the gamification.”

[Continues]

APPENDIX 5 (15).**Transcript of the interview with the company managers (CFO and COO).**

Respondent A (CFO): “Like I said, I am confident that it could be made to profitable business, but we are not the ones, who will do that. That is not our business focus.”

Respondent B (COO): “Very ambitious person could do that alone.”

Respondent A (CFO): “Well, that should be a company that is focused on creating events. They would have the skills, resources, contacts and vision of why they are doing it. In this case, we would provide the platform for the fee. Event management companies (EMCs) should have a vision to make the Digital City Adventure a national event that is hold either many times a year or on the annual basis. Thus, it should be big enough to raise turnover of 1 or 2 million euros while making a profit of at least 500000 euros. In this case, it will make sense to do it annually. However, that requires an organization that has the skills, motivation and resources to do that. We are not that company.”

APPENDIX 6 (1).

Transcript of the interview with the event managers.

General questions related to the event:

1. Was that your first experience of being the event manager for the “Digital City Adventure”?

Respondent C: “For me, this was my first time.”

Respondent D: “I have designed the game, including how it works and how we activate the young people. During the first year, the city ordered a game. They asked to create the game that can take place in the city centre and players should go around different companies and schools. Our job was to design the whole game concept. One key thing was that we should find, or at least, support the young people to find jobs and provide something useful to do. In other words, they should not drop out of the society. That was the starting point. <...>”

1.1. Did you have any *previous experience* of being an event manager?

Respondent C: “Yes, I have some. I used to work for the high school. Last summer, I was working during the international educational conference in Mikkeli with about 500 participants from all over the world. I was one of the organizers there. Moreover, I have also planned a lot of small things for our students in the high school. Have I done something else? I do not remember.”

Before the event:

2. Which *marketing channels* did you use in order to *reach potential event participants* (i.e. social media marketing, newspaper article, radio advertisement, posters / handouts / banners, promotional speeches, and so forth)?

2.1. How *costly* were those channels?

Respondent C: “Social media, Facebook, Instagram and also I made two radio interviews. I think that there was not enough marketing done because of the too short period of time.”

[Continues]

APPENDIX 6 (2).**Transcript of the interview with the event managers.**

Respondent D: “I think that you also went straight to the potential players, which was the most effective way. It works when you have the registration open. Previous year we did also the pre-game in spring and gathered around 100 registered players already. When we started the marketing last year, we already had almost 200 registered players. This year, there was no possibility to do the pre-game or pre-registration. <...>”

Respondent C: “And I think that if this event wants to get more players (people who live in Mikkeli and have families there), we need to make it more clear what the event is all about because many of the adults do not know what this game is about. <...> I think that we should more openly tell about it.”

Respondent D: “Well, there was some uncertainty about the money whether we are getting any funding for this. The whole planning started after the summer holidays, basically in August. Once we were sure that it is going to happen, because funding was coming from Aalto University. However, when government cut the funding from the universities, they cut funding that was dedicated to the Digital City Adventure. Afterwards, they have transferred the whole funding project to MUAS. While those changes were done, there was uncertainty. Also, the game development should have been done earlier. Therefore, the pre-registration should be done before the marketing starts, so that people are able to register for the game in advance. However, that was not possible. First year we had an advertisement on the TV, radio and during the Jurassic Rock festival. In other words, there were different channels used. Even though we have been noticing that the most efficient way to market is the “Guerrilla marketing” and making the game available. I think that the game should be available for testing by introducing the small example games running all the time, so that people could check it and try it. In this case, they would know what the game is all about.”

3. What were the possible risks related to the event (i.e. absence of event manager(s), platform-related issues, considerably small number of participants, and so forth)?

[Continues]

APPENDIX 6 (3).**Transcript of the interview with the event managers.**

Respondent D: “Of course it is a risk of the small number of people will register. I thought that there will be only about 100 players.”

Respondent C: “And there were only about 84 registered players on Wednesday.”

Respondent D: “I pointed out that even though there is only one player, we have to do it well. Otherwise, if we do it poorly, there is no future for it. Luckily, a lot of players came to the event and we got a good feedback from them. There was one risk that we did not choose any big pop stars (celebrities) for the opening ceremony that could attract more audience, because they usually take half of the budget. It was a good decision that all the money went for the game development. Another risk was about getting the needed amount of money for the prizes. Last year the prize was 300 euros, while this year it was 1000 euros. The game proved that it is actually so much fun and the prize did not really matter that much. One of the most important risks is that the game might not work. Now there was this one calculating error that was found during the game. These kind of issues you can prevent by having the game ready at least one week before the event in order to be tested. This year there was not any testing done.”

Respondent C: “I think that my horror moments would be, for example, if someone gets sick. There were not many people, who knew what is going to happen, when and where you need to be. I was afraid that, for instance, I would get so sick that I cannot get out of the bed. Even though I have shared all the information with other event managers, some of the information was in my head. <...> Luckily, we were all present.”

3.1. Did you try to minimize or completely eliminate those risks?

Respondent C: “Double check. Or even triple check.”

[Continues]

APPENDIX 6 (4).**Transcript of the interview with the event managers.**

Respondent D: “Yes, triple check. Also, have the plan A and plan B. You have to do it beforehand. If you are designing the checkpoints or if there are some events in the checkpoints, you always should have a plan B in case if something cannot be done. For example, in the last minute the rooftop climbing was cancelled because the wall was broken. So, it had to be cancelled but it was not the key thing in that particular checkpoint. So, it could be done also without it. Also, from the previous years, you have to be ready to make the last minute decisions. Like this year we have extended the game for half an hour just in the last minutes without asking from anybody in the group. <...> It did not really affect the game. One risk was also that some player might get in the accident because players were driving like crazy around the city. There is actually one risk in this game that should be somehow considered in the future, when creating the game rules. This risk can be minimized by raising the level of the secret checkpoints so that hard ones are really hard to be solved. Of course, when the easy checkpoints appear on map, there is a big crowd.”

Respondent C: “I think that we should inform the players that they play the game on their own risk. For instance, if they break the leg, it is not our fault.”

Respondent D: “Yes, it can be made by signing the paper.”

Respondent C: “I think that it is the thing that we should do better in the future.”

Respondent D: “Luckily, no one got in the accident. At least we do not know.”

4. Was the *safety* of the participants considered (i.e. limiting the amount of people coming inside the room / building where the checkpoint was)?

Respondent C: “Well, the thing that we had with the rooftop climbing. We created the safety or security plan. However, as we did not have the rooftop climbing, it was not used. We provided vests for the players, that were bright and can be easily seen.

[Continues]

APPENDIX 6 (5).

Transcript of the interview with the event managers.

My first issue when I started to prepare for the Digital City Adventure was question of whether I need to create any security plan for the event and venues. <...> We needed to have it for a few checkpoints where some potential risk can occur. Therefore, we just planned that beforehand.”

5. Did you get *enough information* (i.e. event schedule) from the company managers?

Respondent C: “I was the information bag. <...> Well, I think that if I asked, they provided the information. I have started to work there a month before the event. Therefore, I just asked the company managers about what I need to do and just did it. I also tried to find some information by myself but I was asking the company managers in the case if I did not understand something. I knew what the Digital City Adventure is about, but I did not play it by myself. Thus, I had to ask some technical things about the checkpoints and I got that information.”

6. Was it easy to understand how *responsibilities* were divided among the event managers?

Respondent D: “Observis Oy was responsible for the technical side of the game. The content of the game was basically made by us (event managers). From that point of view, it was quiet understand how many people from Observis Oy are doing the code and who might be available for the checkpoints during the game. <...>”

Respondent C: “I think that I got the practical things to do. I made the schedules including who need to be where, at what time, what you need to have with you. <...>”

7. How did you choose the *location* for the checkpoints? Is there something special about those places?

[Continues]

APPENDIX 6 (6).**Transcript of the interview with the event managers.**

Respondent D: “The main idea of the game is to provide interesting checkpoints and introduce new hobby opportunities for players. Therefore, we have chosen some hobbies where you can easily participate without creating a team. In other words, not professional sports. Another main point in the game is that people can get some useful skills for surviving their life (i.e. what you have to do if you are in the accident). Also, some knowledge that can help people to get smarter (i.e. checkpoint in the library).”

Respondent C: “I think that because of the short time available for organizing the event, we were searching for those, who will go with us. Even though there are thousands of possibilities in Mikkeli, but because of the limited time, not everyone is able to participate. There were many companies who rejected their participation.”

<...>

Respondent D: “We have designed the game around some of the checkpoints, but the owners of those places rejected their participation because they have already promised to provide it to someone else. Also, one key point was that Jukurit was one of the sponsors and that is why the closing ceremony was held during the hockey game, as they wanted it to be there. <...>”

<...>

Respondent D: “I remember one thing about choosing the checkpoints is that you have to combine some natural phenomena (i.e. sunrise, sunset) and give an opportunity to see the city from the different angles. Therefore, you allow people to visit the places, where they do not usually go and do the things that are not usual for them (i.e. trying those activities, which are provided on the checkpoints). <...>”

During the event:

8. Which *marketing channels* did you use in order to *keep the event participants up-to-date* (i.e. Facebook page, Instagram account, and so forth)?

[Continues]

APPENDIX 6 (7).**Transcript of the interview with the event managers.**

Respondent C: “During the game, I think that only Facebook was used. As I needed to be at different places at the same time, there was not enough time for posting in social networks. The posts were mainly about the checkpoint information (i.e. checkpoint was opened, the clue for the checkpoint is the following, the secret checkpoint was opened, and so forth).”

Respondent D: “From the previous years we have noticed that there was a lot of activity in Twitter. However, this year there was less activity. In one checkpoint there was a task that players had to make the social media post in their chosen channel. That was it. We used “Facebook live” because it reaches quiet well most of the players. <...> I think that this year 70 percent of players were women, while the previous year it was distributed more or less equally.”

Respondent C: “Was there any team that consisted of guys only? I personally know that there were at least few teams that consisted of girls. Those teams were playing just for fun. I think that it is also the future of the game. Therefore, we also know for whom to advertise the game. I hope that we can have players from somewhere else (i.e. other cities or even countries). In this case, girls are more motivated and active to come from another city, compared to boys. <...>”

<...>

Respondent D: “If you will get women, guys will follow.”

9. Did you use any kind of a *live stream* (i.e. YouTube, Instagram, Periscope, and so forth)?

9.1. In your opinion, is that really *necessary* to have a live stream?

9.2. What are the main *obstacles*?

Respondent C: “Only on Facebook during the opening and closing event.”

[Continues]

APPENDIX 6 (8).**Transcript of the interview with the event managers.****10. Did you have a situation that some participants were *breaking the rules* (i.e. using a car)?**

Respondent D: “Last year we had some people breaking the rules and they were easily caught because other players said about it. We were also checking the participants when they were coming to the checkpoints if they were using cars. So that when they came to the next checkpoint, we were able to ask them whether they were using a car. This year, I think, that at least one car was noticed. Some participants said that they were using a car. However, the issue is that they had some small children and they were doing the game just for fun instead of competing for the prizes. In this case, you should have a good eye so that you do not take the points out from the wrong people.”

10.1. What should participants expect in the case if they break the event rules?

Respondent C: “We take the points out. They can continue but they do not get the points for some particular checkpoint.”

Respondent D: “It also means that they cannot be in the top 10 rating of players anymore.”

11. In the case if participants needed any kind of *help or assistance*, were they able to send their questions online or only by asking the event managers on the checkpoints?

Respondent D: “<...> We just pointed out where they could find the needed information. It is important to allow people to ask for the help and assistance, in the case if it is really needed. At the same time, we also wanted that some participants might help others.”

[Continues]

APPENDIX 6 (9).**Transcript of the interview with the event managers.****12. Did you provide any kind of *discounts for event participants* (i.e. meal at McDonalds)?**

Respondent C: “McDonalds (i.e. meal for 5 euros) and also the Ramin Konditoria (i.e. coffee and bun for 3 euros). At the same time, by wearing the game vest, participants were able to use some activities on the closing ceremony for free. Also, the tickets for the Jukurit hockey game were provided for the participants of the Digital City Adventure.”

After the event:**13. Which *marketing channels* did you use in order to *provide some post-event information* (i.e. newspaper article, posts in social networks and so forth)?****13.1. How *costly* were those channels?**

Respondent C: “We had a few mentions in the local newspaper. However, not the Digital City Adventure was mentioned in the article, but instead the emphasis was made on the local association. Therefore, it was just mentioned in the very end of the article that this association participated in the event.”

Respondent D: “It is surprising that in the beginning of the Digital City Adventure, the local newspaper was the main driver of the whole event. After two years, they have not done any coverage on the event and the game itself. Also, they have not participated in any press conferences, even though they were invited. I do not know what is the reason for this. <...>”

Respondent C: “I think that the main problem is that the regular citizens of Mikkeli do not really understand what the game is all about. <...> That is why this year I have tried to write all the information regarding the game in the press release. However, it did not work, which is quiet sad. <...> It is much easier to come and play if you know what to expect. <...>”

[Continues]

APPENDIX 6 (10).**Transcript of the interview with the event managers.**

Respondent D: “I think that there should be at least one kind of a test checkpoint available all the time. Even though it is the same during the year, people can play it in order to understand the concept of the game. <...> This year we tried to make it more clear for people by using examples (i.e. “It is like Pokemon Go with adrenalin”). <...> I do not know whether it helped or not. At least, it seemed to be pretty easy to explain the main idea through that example.”

14. Do you consider the *post-event evaluation* an important aspect?**14.1. What was done in order to assess the participants’ satisfaction level (i.e. survey, interviews, and so forth)?**

Respondent D: “It is always an important aspect to have all the information being collected. Also, it should be openly provided for any participant of the game. It should always be the starting point of designing the next version of the game. It is also important to conduct an interviews with the players. Previous years I have been interviewing both the players and the participating companies in order to hear their wishes.”

<...>

15. How would you describe the *outcome* of the event?**15.1. Was it successful or not?**

Respondent D: “It proved that the team playing mode worked well and the game itself is attractive. It was not successful because it is not making any money. There is no working business model behind it. <...> The best feedback is to see how much fun players have during the game and how excited they are. However, figuring out how to many any business out of that is challenging. I think that now it has a really solid evidence that it works and attracts people.”

<...>

APPENDIX 7 (1).

Transcript of the interview with the event stakeholders (both the in-kind and location sponsors).

General questions related to the event:

1. Have you *previously* (last year or even earlier) *participated* in the “Digital City Adventure” as the stakeholder?

Respondent L: “Yes, a few times (last year and this year).”

Respondent M: “Yeah, two or three years ago. We provided the location for the checkpoint.”

2. What was your *contribution* to the event?

- a) Did you provide the *location(s)* (i.e. a room(s) or a building(s)) for the checkpoint(s)?**
- b) Did you provide any kind of *product(s)* or *service(s)* that were directly or indirectly used before, during or after the event?**
- c) Other**

Respondent L: “My help was asked to build some stuff for the event. We have provided a few devices. The first device was developed (i.e. added the lights and display) a bit from what we already had. It was provided two days before the event in order to make some promotion. The second device was originally built for the Mikkeli Art and Design Week. It was basically the art project and we modified it a bit for the Digital City Adventure. Its basic idea is that it shows some kind of a face on the screen and a person should show the similar emotion. The previous year checkpoint was actually located in our office. <...>”

Respondent M: “We provided a discount for two meals (i.e. Big Mac and McChicken meals). Previously they costed around 7 euros (EUR 6,80 for Big Mac meal and EUR 6,60 for McChicken meal) but for the participants of the “Digital City Adventure” they costed 5 euros.

[Continues]

APPENDIX 7 (2).

Transcript of the interview with the event stakeholders (both the in-kind and location sponsors).

3. What did you *get in return* for your contribution (i.e. promotion of your product(s) or service(s), and so forth)?

Respondent L: “No, I did not get money from this. Last year we did a promotion for our club by participating in the Digital City Adventure. Usually, those kind of events do not give you any members, but it gives you the proper reputation. Therefore, it looks good on paper if you are trying to get money. This year we did just a little and it was more like a favor to our colleague. We were on the checkpoint together with another organization, which means that it was a common checkpoint.”

Respondent M: “More people came there. Approximately around one hundred.”

4. How likely is that you will *participate the next year* in “Digital City Adventure” as the stakeholder?

Respondent L: “Well, I have not thought about that yet. In the case if we will have some stuff to provide, we will participate.”

Respondent M: “Yes, absolutely!”

Before the event:

5. Who invited you to participate in the event as the stakeholder?

- a) Was it *proposed* by the company managers?
- b) Was it your *own initiative*?

Respondent L: “Last year it was one event manager (*Respondent D*), who asked whether we could have some kind of a checkpoint. This year there was another event manager who asked us to participate again. I have not talked with Observis Oy about this.”

Respondent M: “We were invited by the event manager X (*Respondent C*)”

[Continues]

APPENDIX 7 (3).

Transcript of the interview with the event stakeholders (both the in-kind and location sponsors).

6. Did you get *enough information* regarding the event (i.e. schedule, and so forth)?

Respondent L: “Well, no. Last year it was easier when we had the checkpoint there (in the office), which means that I did not have to do something with anything else. This year, initially, I was supposed to be on one checkpoint, but some devices broke down (on the last secret checkpoint) and I had to get there and fix them. <...> Maybe in those kind of events, there are always some surprises that devices may break down.”

Respondent M: “Yes, especially about the orange vests that indicated the participants.”

During the event:

7. Did you get *enough assistance* from the event managers during the event?

7.1. Were they helpful enough?

Respondent L: “Maybe my participation was so unofficial and there was not really much that I could have done. During the last checkpoint, when the devices broke down, everyone was really busy at that moment so that I could not get much help. I think that last year we were a bit more prepared compared to this year.”

Respondent M: “Yes. I had the email and phone number of the event manager X (Respondent C).”

8. Did you *share your involvement* in the “Digital City Adventure” in any media (i.e. social networks, and so forth)? If yes, did you use the hashtag #DKS2016?

Respondent L: “I think we shared some Digital City Adventure post, but not that many. Yeah, I think we shared some post.”

[Continues]

APPENDIX 7 (4).**Transcript of the interview with the event stakeholders (both the in-kind and location sponsors).**

Respondent M: “No, actually. Only if the “Digital City Adventure” posted it somewhere. We did not do that.”

After the event:**9. Did you have any kind of *feedback discussion* with the company managers or event managers?****9.1. Do you find it necessary?**

Respondent L: “Well, I do not know if there was one. At least, I did not take part in any discussion. No one asked me to participate in that.”

Respondent M: “Yes, via email.”