

Event management and social media marketing: Viaporin kekri

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<p>This thesis is a written report of an overview on how to plan, manage and successfully produce a marketing plan for an event held in a UNESCO World Heritage site, Suomenlinna.</p> <p>The thesis was commissioned by the governing body of Suomenlinna. The commissioner and the contact person for this thesis is Maria Mänttari. The author of this thesis is a student of Hospitality, Tourism and Experience management stream in Haaga-Helia.</p> <p>One of the aims of this thesis was to plan, organize and manage a harvest event called Viaporin Kekri in Suomenlinna sea fortress. The other aim was to do and implement an event marketing plan.</p> <p>The planning of the event started at June 2016 and ended in late November 2016. The actual event took place in the beginning of November 2016. The event was held at Suomenlinna sea fortress and around 3000 visitors attended the event.</p> <p>The goal of the event was to raise awareness about the year-round possibilities of the sea fortress and provide young adults a different experience of the sea fortress as a venue of the event as well as harvest and Halloween. One of the event goals was to provide work experience for Haaga-Helia students in hospitality and event industry.</p> <p>Overall the event itself was a success and the management as well as marketing of the event was well executed. The feedback can be considered mainly positive.</p>	
Keywords Event, event management, project management, social media marketing, Viaporin kekri	

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1 Introduction

The topic of this thesis is concentrated on the event creating and managing process of Viaporin Kekri in Suomenlinna (later referred as VK). The thesis is commissioned by the governing body of Suomenlinna which is a government bureau that maintains Suomenlinna sea fortress, a UNESCO World heritage site. The commissioner and contact person for this thesis is sales and event coordinator (curr. sales negotiator) Maria Mänttari. The sea fortress itself is a well-known tourist attraction in the archipelago of Helsinki.

This thesis is product based and the author managed and organized VK on 5th of November 2016 in Suomenlinna as a part of a project management team.

Designing the project started in April 2016 with reassessing the theming of the event by comparing new ideas to last year's. The planning and organizing was done in four months: The planning started in July 2016 and ended in the event in early November 2016. VK was held in Suomenlinna in several different venues both inside and outside. The event itself was public and free of charge even though most of the outsourced companies sold tickets to their venues. After the event an online survey was submitted to the event's official Facebook page by the governing body of Suomenlinna. The survey's results will not be presented in this thesis as it was fully done and conducted by Suomenlinna.

As a part of the project managing, the author created and implemented a social media marketing plan that is presented as an appendix. The key concepts of this report are therefore event- and project management and social media marketing within the nature of the event venue Suomenlinna.

The purpose of this thesis is to provide information about the steps that were taken to the event to materialize in a UNESCO world heritage site Suomenlinna. As organizing events inside hospitality and tourism industry is a rapidly growing to have more complex nature and the competition is ever increasing (Shone & Parry 2013, 9-20), tourist attractions and service providers need to supply different experiences to their target audience to stand out positively and year-round.

The interest towards this topic was raised last year when the author was partly planning and organizing the event marketing and other activities in the event venue. VK was challenging to organize in 2015 but against all expectations, it did draw considerable amount of attention and more than 1500 guests attended (Salonen & Ascencao 2016, 20).

1.1 The Methods and Objectives

The author is going to collect background information and construct the theoretical framework of event and project management and social media marketing based onto that. The author will introduce these two entities and base the product to these theoretical frames. Both plans will be added as appendix. The physical evidence of the project implementation will also be presented as an appendix.

The objective of this thesis is to introduce theory and practice of project and event management as well as social media marketing. The sub-objective of the thesis is to communicate the multidimensional industry and specific nature of Suomenlinna as an event venue.

The main goal of the event itself in 2016 was to inform locals and tourists about the year-round possibilities on the island. The aim was to create successful collaboration between different professionals and provide a culturally valuable event which would attract visitors and entertain them. VK also aimed to provide alternative weekend program for Helsinki based visitors, both to young adults and families. As the event was once again done with the help of Haaga-Helia students VK thirdly aimed to provide valuable work experience and information about organizing events.

After the event a small-scale interview was conducted to collect feedback that concentrated on the success of VK, this part especially concentrating on the whole project management part. The feedback form that was submitted to the event's Facebook page concentrated on the successful event execution as the feedback form was concentrating on the event visitors. Therefore, the end objective of the event was to discover how well the event went and how could the author improve the event or project management for future reference.

The objectives of the marketing were to raise awareness about the event and the target was to obtain more than 100 likes on Facebook for VK's own page and to get over 2000 attendees in the event page. Ideally the event was targeting to get more visitors than last year so more than 1500 visitors on the event day. (Ascencao & Salonen 2016, 16-28)

1.2 VK 2015 and 2016

To understand the event that took place 2016, a brief review of last year's event is needed. In 2015 the event brought together a lot of different entrepreneurs, more Suomenlinna based companies than outsourced companies but there were outsourced companies still. (Ascencao & Salonen 2016, 16-28) The event theming was designed by the second-year students of Haaga-Helia's Hospitality, Tourism and Experience Management stream and it was described in Suomenlinna's official web page as follows:

"Come and indulge in the dreads of history. Explore the dark side and closed parts of the Suomenlinna fortress. Help us bring back to life the old Kekri traditions by feasting with food and drinks and honoring the rituals of the harvest and the departed. You can also dress up according to the theme. Expect the unexpected!" (Suomenlinna 2015)

Concluding in short, the event theme was a combination of Halloween and old Finnish harvest traditions using the dimming Finnish autumn as a canvas to raise attention to the year-round nature of the sea fortress. (Ascencao & Salonen 2016, 16-28)

Last year the event was divided into 4 different categories per the program division that was printed for the event: food, tours, performing arts and others. Six of the event acts were done and organized by Haaga-Helia Students. The event activities and performances were mainly targeted to young adults from Helsinki area, but it did attract families as well. Marketing was therefore targeting the segment of young adults and the social media marketing was done by a few Haaga-Helia students, main concentration on Facebook and Instagram. (Ascencao & Salonen 2016, 16-28)

As for the year 2016 the idea was based on the event in 2015 with modifications. In 2016 the Halloween theming was modified to fit Suomenlinna's history with less Halloween infusion. The harvest and darkness themes were utilized more instead. In 2016 the execution of the event was managed and operated by Haaga-Helia students and Suomenlinna whilst the venue activities were planned by the partners. In 2016 there was a lot more emphasize on the food and beverage culture and creating a festive feel with these elements. There was also a lot of performing arts and other installation projects included.

Appendix 9.4 and 9.5

The viaporin kekri event 2016

The event in 2016 started out with an opening ceremony. The ceremony was designed by Maria Mänttäre and Violeta Salonen and speech written by Eva-Maria Korhonen. It was a speech during which the harvest event was introduced and opened with the help of musket shooting and a cannon blast.

After this, all entertainment started. Most activities at the starting time were for families even though food services and some installations were already open to everyone. Haaga-Helia students served as guides and they oversaw operating a few venues by themselves. The event day continued so that the event management team was divided to marketing team (Marianna and Eva) and performance team in the Hallways (Iida). Maria was managing everything concerning the whole island and Violeta was managing the student operations. Some operations such as taking care of running errands and general issues around the venues were taken care of as they appeared by Maria, Marianna and Eva.

The event has gotten its' name from the ending ceremony: A big straw buck is burned at the end of the event as a symbol of the ending harvest as well as the ending event. Some venues continued keeping the venue open until later, but most closed after the burning. All project members can be seen from appendix 9.5.

1.3 Structure of the Thesis

The thesis will be constructed as follows: The key concepts are first introduced and defined in the context of product based thesis. The following part, theoretical framework, is concentrated on the main concepts and aspects of this product: event & project management linked, and marketing not forgetting to define the distinct nature of UNESCO world heritage site as a context. Marketing as a concept definition and its theoretical context is taken a step further as the author is concentrating on the digital marketing and especially on the social media marketing of VK.

After the proper introduction of the theoretical aspects of the product construction, the planning and the implementation are described in detail. The marketing planning phase is described and physical evidence is displayed to conclude the implementation. The actual marketing plan and event plan is presented as appendices 9.1. and 9.2.

The project outcome will be evaluated by conducting small scale interviews from the project management team, the governing body of Suomenlinna's personnel that participated in the event managing and teachers who oversaw the project from the beginning. The governing body of Suomenlinna is conducting an online survey aimed to the event guests and one for the partners. The event marketing results will be analyzed by using online data analyzing tools and Facebook insights.

1.4 Definitions

To avoid misunderstandings and to define the subjects in matter in the clearest way possible the most important terms used are defined in this section. The definitions are provided at this stage so that words that have many different meanings can be interpreted in the most accurate way in the most meaningful context throughout the theoretical part.

1.4.1 Event

As the project in question is an event and the word has several different definitions one of the most accurate ones in this thesis' context is Donald Getz's (2012, 37) who defines event as an occurrence with a temporary nature because it has a beginning and an ending. With planned events the content is usually scheduled in and published in advance. The place of the occurrence is also usually pre-defined so that it makes the event to some extent linked to a place even if the event is occurring in large spaces or different venues at once or sequentially. Events are not specifically linked to only one industry: they can be planned and organized in many different fields of business.

Getz (2012, 37) argues that every event has an aspect of not being replicable, referring to everything even moderately connected to the event: the expectations and attitudes for example. This aspect indicates to the element of uniqueness in every event. (Getz 2012, 37) Shone & Parry (2013, 21) agrees with Getz's viewpoint by stating that every special event is different taking into consideration the participants, surroundings, the audience or other variables related to the event.

Events contain four characteristics of services according to Grönroos (Reic 2017, 98). The event itself cannot be touched as naturally they are not physical objects. Events are fundamentally services; hence intangibility is one key characteristic when defining events. Secondly for the event to exist, the experiencing party of the event needs to be present at an exact location at an exact time. Thirdly, the variability of a happening makes it unique. Even though the event program would never change the experiencing party always varies so that the general feeling of the event might differ. That said, connection to the last service characteristic is natural: events do not exist outside their beginning and ending times. The same event at the same time with the same people and exactly same setting is technically impossible. Even though the above mentioned defines events through services, it has similar elements with Getz's definition.

Roel Frissen, Ruud Janssen and Dennis Luijter (2016, 18) define events from a different perspective. They describe that event can be suggested to be a gathering of two or more

people that mean something to the people involved (stakeholders). The meaning can be as small as making the time to go to the event rather than not. (Frissen, Janssen & Luijter 2016, 18)

Anton Shone and Bryn Parry (2013, 7) have divided special events according to their objectives and concepts to four different categories: leisure, cultural, personal and organizational event. Special events cover all kinds of activity even if it can't be directly linked to mentioned category and thus it is good to remember that the categories often overlap.



Image 1. A suggested categorization of special events Shone & Parry (2013, 7)

Leisure events can be described to be for example sporting events with entertainment value (e.g. Olympic Games). Personal events have a personal objective, such as birthday celebrations as events are connected to this category. (Shone & Parry 2013, 10) Organizational events have an organizational purpose such as a celebration of a political party, e.g. election party (Shone & Parry, 19). As VK 2016 is a cultural event, this category will be addressed in detail when others are noted for reference.

Raj, Walters & Rashid (2013, 13) explain cultural events through their special characteristics. They state that the fundamental reason for these events is to celebrate the culture or validate cultural aspects. These type of events constitute significant possibilities and impacts if not directly to the local environment, undirect influences as well. Cultural events can help in intergration and get people in smaller communities more involved within wider community.

1.4.2 Marketing

Marketing has plenty of definitions throughout the current history of the concept. Most of the definitions have the fundamentally the similar core aspects. Kotner & Armstrong (2010, 29-30) define marketing as a social and managerial process where creation and exchange of products or value will result so that individuals and groups can obtain what they need, want, and demand. This definition keeps satisfaction of customer needs in the center of the so-called advertising and selling process.

American Marketing Association (2013) defines marketing similarly as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” (American Marketing Association 2013)

The Chartered Institute of Marketing (2016) (later referred as CIM) continues defining marketing with a combination of elements. The objective of marketing is to identify something people or businesses require and are willing to pay for, or a solution to an issue that would preferably be solved. It therefore tries to develop a product or a service that meets the current need and it also contains the element of promotion so that the target group is aware of its existence. As marketing can be described to be business action, the product or service therefore needs to have an accurate price so that it is attractive for the audience with return on value at least. (The Chartered Institute of Marketing 2016)

1.4.3 UNESCO world heritage site

As Suomenlinna is a UNESCO World heritage site, defining the aspects clarifies the restrictions and the scarce nature of the sea fortress as a tourist attraction. The United Nations Educational, Scientific and Cultural Organization (2015, 10, II/45/1) defines cultural heritage sites as follows:

- Works of nature and of man, and areas including archaeological sites which are of Outstanding Universal Value from the historical, aesthetic, ethnological or anthropological points of view.

(United Nations Educational, Scientific and Cultural Organization, 2015).

To understand the whole definition a UNESCO World heritage site at its fullest, Outstanding Universal Value must be defined. It means that the nominated property categorized as a UNESCO World heritage site must meet one or more criteria from the operational guidelines for the implementation of the world heritage convention. The list is long and therefore it is non-functional list them all here. As an example, which describes Suomenlinna as a

world heritage site with outstanding universal value, one of the list's remarks is that the property "exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design" (United Nations Educational, Scientific and Cultural Organization 2015, II/77/

2 Project management in an event context

Theoretical part of the thesis will concentrate on defining project management in an event management context. As the author was hired as a project manager of the event, the author chooses to use both project management theory's defining phase as a starting platform and elaborate it with event management theory. Both theories have a lot of overlapping elements but project management theory has a wider grasp on the objective setting phase of event management theory.

The concentration on the second theoretical framework is on the author's main emphasis of digital marketing and especially in social media marketing of VK 2016

2.1 Project management

In order to understand the limited nature of a project Erik W. Larson and Clifford F. Gray (2011, 103) define project to be an attempted temporary effort to establish a product, service, or result. The definition of project management in this case is aligned with Getz's definition of events having a temporary nature. When the project has a specifically defined purpose, it also usually has a determined start and an ending. Usually projects require the association of different professionals, so it can be seen as a collaboration of people working towards the same goal. Projects are also commonly non-routine efforts that differ from everyday achievements and they are usually connected to a specific time, cost, and performance requirements.

Larson & Gray argue that the project usually has a life cycle it usually is connected to. This is a way to illustrate the specific nature of project work and in this case an event in order to manage parts of the project as a whole. To make the theoretical structure as clear as possible the project management aspect will be defined through the project life cycle, of an event in this case which, will construct from: Defining phase, planning phase, executing phase, and at the end, closing phase (Larson & Gray 2011, 103). This is aligned with the event management process which is described more in detail in the event planning part.

Usually event management process is described to start with an event designing process which concentrates on the creation of the outline of the event. Followed by the background research and viability research, the planning phase consists of creating a business risk development plan, resource mapping, and clarifying the key influencer's needed inputs to the project. Usually the following phase is the actual execution and afterwards the evaluation of the execution or the project as a whole. (Raj; Walters;& Rashid, 2013, 259) (Van der Wagen & White, 2010, 24-27, 57-73, 211-222)

2.1.1 Defining

Frissen, Janssen & Luijter (2016, 37) emphasize the meaning of event design process by implementing a canvas model to define the stakes of the parties involved in the event and “to track and predict how those stakes are addressed, affected, influenced, and map how they are changed as a result of the event.”

Shone & Parry (2013, 99-101) suggest that in the event definition phase the major objectives of the event are mapped. The idea of the event is formed to an informal organization that will be then in charge of working towards the idea-development. The phase usually includes assessing the event as a whole so that initial workforce gets somewhat organized depending on the information that is available on this stage of the event. As such, leadership and inner organizational structure are slowly formed to map out the need of volunteers and outsourced partners. General resources, such as initial event venue, is usually naturally decided as the style or theming can so be discussed in this phase to point out a direction the event planning is eventually going.

Even though Donald Getz (2012, 283) claims that goal setting in the context of event studies is more linked to the planning stage, Larson & Gray (2011, 101-108) sees setting the goals as a part of project defining phase. The author emphasizes the meaning of the goal setting in the earliest stages of project management and therefore the goals were defined early on.

The defining phase usually consists of the specifications of the project been laid out to the party managing the project and therefore the objectives are settled. Larson & Gray (2011, 102) suggest that in the defining phase a scope should be defined. It describes the expectations of product delivery when completing the project and it usually consists of the following parts:

- Project objective
- Deliverables
- Milestones
- Technical requirements
- Limits and exclusions
- Reviews with the customer

The project objectives and the deliverable outputs are described and identified so that the project has a clear overview of the expected results. Frissen, Janssen & Luijter (2016, 37) clarify in the event context that an event itself does not have objectives but that the parties who have an interest in the event define the objectives. The project scope can be therefore seen as mapping of the stakeholder's needs/ expectations.

Milestones are established so that the process can be monitored and the entity of the operation is visualized. The technical requirement part is referring for example to the legal and overall requirements that are needed to be fulfilled in order to execute the project successfully and that the outcome is coherent. The technical requirements are closely linked to the limitations and exclusions that are beneficial to be listed in the defining phase of an event or a project in general. Listing the possible limitations helps to arrange the resources so that no energy is wasted on factors that cannot be influenced during the project.

Lastly, going through the project scope with the buyer will be the end milestone with the project scope and the result is taken to the planning phase as the event/ project concept backbone.

2.1.2 Planning

Raj, Walters & Rashid (2013, 258-259, originally Watt, 2001) suggest that the event planning process have seven phases that need to be followed in order to successfully plan and execute an event.

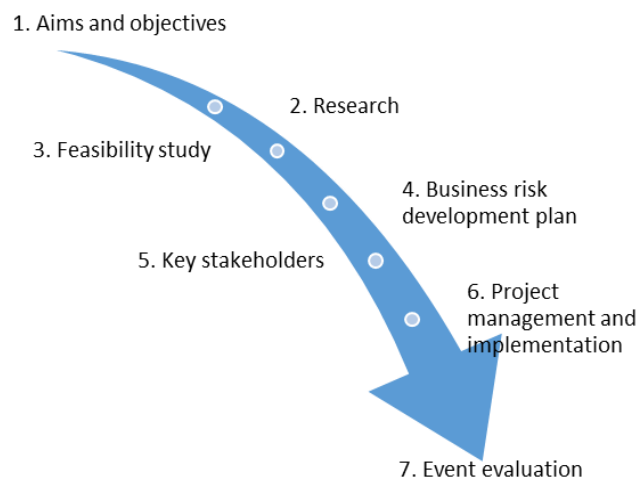


Image 2. Event planning process Raj, Walters & Rashid (2013, 259)

The first stage can be seen as the above mentioned defining phase where the aims and objectives are carefully assessed. At the next stage that is the research phase, the context and supporting data is collected and a feasibility study is conducted. The feasibility study should define if the event concept is viable in the current business environment and contemplate on the success of internal-, external exchange and

partnership arrangements. Shone & Parry (2013, 120) have also adapted a similar event planning model where the objectives direct the first steps of the plan outline draft. The draft also includes the research part of the planning theory as presented by Raj, Walters & Rashid (2013, 259).

Naturally the next stage (illustrated in image 2) is a business risk and development plan that takes into consideration the financial and business risks of the event. It should focus its attention to the probability of both positive and negative effects on the external environment. (Raj, Walters & Rashid 2013, 259)

Mentioned by Frissen, Janssen & Luijter (2016, 45) as a part of the defining phase, the identification of stakeholders, their commitment to the event, and their meaning to the planning process and to the result is the fifth phase, according to Raj, Walters & Rashid (2013, 259).

Shone & Parry (2013, 120-134) have included the operational plan, financial plan and marketing plan as a part of their systematically detailed planning part.

They suggest that an operational plan should include a potential attendant profile and supposed number of people that might attend. It should also consist of concrete actions that will be taken place in order to reach the milestones and final cut-off dates that were agreed with the commissioning party in the defining phase.

As for the part of the financial plan it should include more detailed budget and general pricing level. If the costs are still somewhat unclear a financial plan should at least have an estimated break-even point if the event is aiming for profit/loss. The author was not included in the financial planning part and therefore the subject is not contemplated more in this thesis as the event is aiming for no profit whatsoever.

The last part of the systematic detailed planning according to Shone & Parry (2013, 130-132) is marketing planning. This plan should include physical evidence of the event (tickets, posters, etc.) and needed actions to reach the attendance objectives as well as an action calendar which points out the efforts that aim on raising awareness. The author will include a social media marketing plan for the event to illustrate as one part of the project.

Essential to the sixth phase is to focus on the successful event management and go along with a detailed operational plan while taking into consideration the existing constraints to meet the main objectives of the event (Raj, Walters & Rashid 2013, 259). The sixth step is therefore the event execution.

The last phase of the event model of Raj, Walters & Rashid, 2013 is the evaluation of the event which assesses how the key objectives were met and if the event has been feasible.

2.1.3 Executing

The execution of the event is the peak of the project where defining and planning phase are put to action. The preparations are especially highlighted when there are multiple partners and a high amount of variability. The planning that has been done before the event aims to create a manageable timetable and division of responsibilities so that all the stakeholders know their part during the event. All parties involved should also have an idea how the common objectives are reached by the event at this stage. (Shone & Parry 2013, 274-284)

The organization responsible of the event management accentuates when the event materializes. Even though every event has a different organizational structure depending on the event Shone & Parry (2013, 274-275) claim that there are five similar functions that repeat in a form or another depending on the event: visitor services operations; support services operations; marketing; administration; and finance.

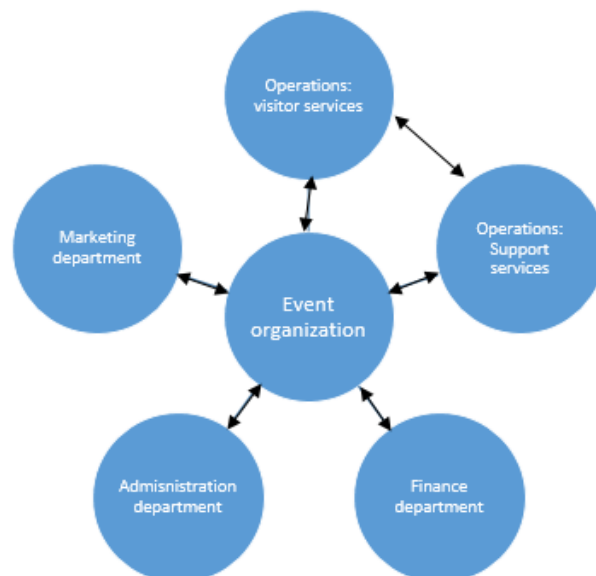


Image 3. simplified events organization structure Shone & Parry (2013, 275)

The organizational structure of the event team clarifies the responsibilities of different parties involved. Usually it is formed as the project evolves. Commonly with smaller events

the structure is informally formed based on the extent of the event begins to establish itself. With bigger events the organizational structure is well planned and detailed as there are usually many different parties involved in the planning phase itself.

Because event industry is usually employs a lot of staff, defined job description is commonly provided in smaller events when the project is specified even though similar core elements remain. The organizational structure therefore serve as a framework to the project to evolve in. (Shone & Parry, 2013, 189-192)

Communication between above illustrated (image 3.) organizational functions are essential so that the event runs smoothly without issues. Thorough briefing of staff, the delegation of responsibility, and making sure the chain of command is verbalized throughout creates a running organizational structure. (Shone & Parry, 2013 298-299)

Some functions can comprise from volunteers and paid staff but usually these functions are not responsible for the core feasible planning or actions such as financial department. This of course depends on the volume and general atmosphere of the event.

Volunteers can be defined as people who decide to use their time and efforts without pay to benefit a cause or their living community and their motives need to be considered when pointing out tasks to them. (Shone & Parry 2013, 274-284)

Even though thorough planning is crucial for a project be successful (Getz 2012, 283; Larson & Gray 2011, 101-108; Shone & Parry 2013, 293) there might be still be problems that occur during the event. Risk management planning should of course take these kinds of challenges into consideration but often there are unfortunate occurrences that cannot be planned.

Shone & Parry (2013, 296) suggest that event management should do a check-list so that the riskiest parts are checked and quality-control is continuous.

2.1.4 Project closing

Project closure is done after the event has been materialized in one way or another. The activities that need to be done are crucial to an event that is going to be repeated later. Shone & Parry (2013, 306-321) argue that there are three different categories of duties that need to be carried out for the event project to be fully closed: physical close-down, administrative duties and evaluation and recording.

The meaning of physical close-down is described to be the scheduled clearance of the venue and event environment and making sure that all organizational departments are holding their end of the duties. This schedule can include a demolition plan for the venues, cleaning plan and pointed out garbage cans, or a designated drop-off point to all equipment with a logistic plan. As described, this phase only deals with the physical evidence of the event. Final administrative duties focus on the organizational structure and background operations after the event. Payments for employees and final adjustments to invoicing and budgeting are done to finish the event in the books. Last and most importantly, the event is evaluated. Usually two types of data are collected from every project or an event: qualitative and quantitative. This phase assesses how the primary objectives of the project were met and what can be improved for future reference. The quantitative data gives the numbers from the event day (e.g. visitor count, sales) and the qualitative data focuses on the descriptive subjective perceptions of the event (feedbacks, social impacts). All the stakeholders and participants are cordially heard so that a big picture of all parts of the event can be formed. (Shone & Parry 2013, 306-321)

4 Marketing

Introduced earlier in the definitions part 1.4.2 with a more traditional grasp, marketing tries to identify the needs, wants and demands of customers lucratively. With strategic business function that develops value by stimulating and facilitating, marketing tries to fulfill these requirements (CIM in the Agenda Paper, 2007).

CIM suggest 2016 that in the center of the marketing concept are people as those mentioned needs and desires drive people act the way they do and thus they act as motivators. When these services or products that can fulfill needs/desires are found from every corner, marketing tries to differentiate and offer creative ways of explaining the positive factors in them and even predict upcoming trends. (The Chartered Institute of Marketing 2016)

To see the practical processes that are necessary for marketing to be used as a tool for gaining attention and creating value, the above-mentioned definition can be simplified by stating that marketing is the management of profitable customer relationships with the aim of creating value to customers and gaining it in return. This is done by a detailed marketing process which will explain the actions and concepts that should be noted in an actual marketing plan in order for it to succeed. (Kotner, Armstrong, Harris, & Piercy 2013, 2)

4.1 Marketing process

According to Kotner, Armstrong & al. (2013, 5) the marketing process describes marketing with a unambiguous approach.

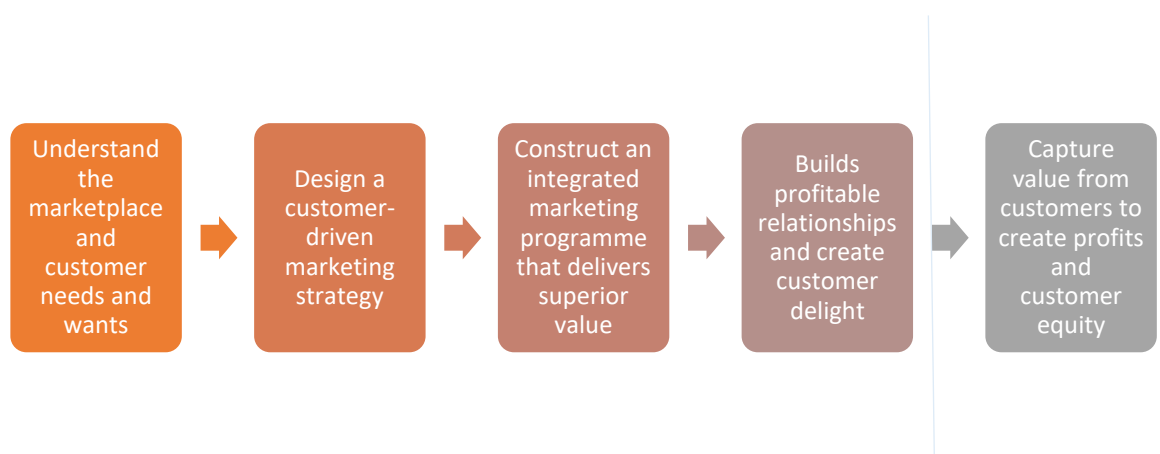


Image 4. A simple model of the marketing process (Kotner; Armstrong; Harris & Piercy, 2013, 5)

The process starts with researching the customer needs, wants, demands and the markets. The market need to have a comprehensive research so that the set of potential consumers of the product or service can be identified. Progressing to the consumer research, the fundamentally evolutionary human needs can be physical and on an individual level psychological. The human wants are described to be developed alongside with the culture and individual personality. They are the more specified needs that marketers aim to influence. Wants influenced by buying power creates the demand and this is what marketing aims to satisfy.

Consumer and market researches are done and a marketing strategy is commonly formed based on a targeted demand, usually of a customer group. The identified needs and wants are satisfied through a market offering ("combination of services, information or experiences" Kotner, Armstrong & al, 2013, 6). Considering the customer needs, wants and demands, relationship building with customers is also an important element in the marketing process as the market offerings create value to the customer which is then hopefully exchanged to value in return, usually referring to buying or trading i.e. profit but positive word of mouth is trading value in a sense. (Kotner, Armstrong & al, 2013, 5-7)

When the target market is defined and understood broadly, a value proposition has to be chosen. Value proposition refers to the delivery promises of quality or assets that claimingly fulfills the consumer needs. This proposition will help to marketing to create the differentiative feature to the product brand. (Kotner, Armstrong & al, 2013, 8-9)

Once the markets and consumers are understood, the customer-driven marketing strategy can be developed. By dividing the market into segments of customers the target market can be identified and defined and a marketing management orientation is chosen if felt necessary. There are 5 marketing management orientation on which they can base their marketing "strategies: production, selling, marketing and societal marketing". Even though none of these orientations fully serve the characteristic of an event, they can help understand the strategic decisions and thus they are described in short. Production concept's idea is focused on the consumers preferability of affordable product availability and the organization behind should therefore focus on developing the affordability factors. The product concept is focusing on consumers favoring the quality features of the product and therefore the organization should continue developing their product as such. The selling concept targets the idea that big promotions and and selling endeavor is needed for the product to to sell. Marketing concept is concentrated on the idea that they deliver better contentment of needs and wants of target markets than competitors. The societal marketing concept concentrates to make the marketing decisions keeping in mind the long

term fulfillment of company's and consumer's needs and wants not forgetting the society's interests in the long run (Kotner, Armstrong & al, 2013, 10-11). These above mentioned tools will help to design a detailed marketing plan and develop a marketing mix that will support the content of the plan itself. Tools used to develop a marketing strategy, mix and later a plan will be presented under the next subchapter.

As noted above when defining marketing in short, important to any marketing plan is the development of customer relationship. To attract new customers and keep them the key elements are customer value and satisfaction. Customer-perceived value refers to the customer's subjective assessment of all the difference between the benefits and all the expenses of a marketing offer in relation to competing offers. Customer satisfaction is the degree of which the product's perceived conduct meets a buyer's expectations. These both are elements are tried to be matched so that a successful customer relationship is achieved. (Kotner, Armstrong & al, 2013, 13) However the nature of customer relationship management is ever changing and when the market is developing more and more consumer empowered marketing orientation is adapted. (Kotner, Armstrong & al, 2013, 15-17)

In the case of the event, the market and consumer research will be conducted in a smaller scale as the event is currently yearly based and decisions about its future have not been made yet. The definitions and tools are now presented as a subchapter and it will introduce the methods the author used to develop the marketing plan.

4.2 Marketing plan

Marketing plan in the very simplistic way describes the objectives and measures the marketing of the business is aiming for in a written form. It usually includes a budget for the marketing and a timeline. The strategies and tactics are explained as a part of the plan as well. (Easy Marketing Strategies, 2016) There are a lot of definitions of what a marketing plan is, but one of the most comprehensive and multidimensional ones is from The Business Dictionary:

Product specific, market specific, or company-wide plan that describes activities involved in achieving specific marketing objectives within a set timeframe. A market plan begins with the identification (through market research) of specific customer needs and how the firm intends to fulfill them while generating an acceptable level of return. It generally includes analysis of the current market situation (opportunities and trends) and detailed action programs, budgets, sales forecasts, strategies, and projected (proforma) financial statements. See also marketing strategy. (Business Dictionary, marketing plan definition 2016)

4.2.1 Strategy tools

There are different tools that can be used to define and assemble a working marketing plan. A strategy plan withholds the overall objectives of the company and it helps to define the consecutive way the company wants to go with their marketing. Marketing strategy itself refers to the “marketing logic by which the company hopes to create customer value and achieve profitable customer relationships” (Kotner, Armstrong & al, 2013, 50)

Guided by the strategy, the company designs a marketing mix based on the four P's: product, price, place and promotion. There are several theories suggesting that there should be more elements to the marketing mix, but only these four are included as it is unfeasible considering the product being only a social media marketing plan for an event. (Kotner, Armstrong & al, 2013, 50)

As described earlier, the marketing strategy forms thus a marketing analysis that will conclude to decide preferred market segmentation, market targeting and market differentiation and positioning. Market segmentation refers to the division of the current market into specific groups of consumers based on their needs, characteristics, or actions and by the fact that they might need different products and marketing programs. Breaking the market segment to even more specific groups, market segment refers to a consumer group that react to marketing efforts in a similar way. Market targeting is the process of choosing the most valuable from the above mentioned divided segments and pursue it. When market segment is chosen to be pursued, a position relative to the competitors needs to be decided by keeping in mind the target consumers. Then the company needs to differentiate their market offering to create value to the consumers. After all these are settled, the marketing mix can be developed. (Kotner, Armstrong & al, 2013, 51-52)

The marketing mix implies to the means (product, price, place and promotion) that a company or an organization can/want to use to influence the demand of their product. (Kotner, Armstrong & al 2013, 53)



Image 5. 4 P's marketing mix illustrated (Kotner, Armstrong & al 2013, 53)

The above-mentioned image illustrates all the elements a company can influence with their marketing strategy. These tactical elements that are fully in the control of the company can be altered so that marketing can alter its influence to the target segments needs and wants.

When the strategical guidelines and the marketing mix are fully defined, the marketing plan can start to take its form. Author is using the SOSTAC model as it has a clear structure and well defined sections and it is often utilized in the digital marketing scene. Even though the model is well defined, there are somewhat overlapping parts as the marketing product is an event and the plan is only made for a small scale for a short period.



Image 6. The SOSTAC planning model by PR Smith (Dave Chaffey, Smart Insights 2016)

The SOSTAC planning model starts by mapping the situation at the starting moment. Additionally, to the above-mentioned market and customer research, a market SWOT analysis is conducted. SWOT stands for an analysis of the strengths, weaknesses, opportunities and threats in the market situation and they are taken into consideration here in the context of the event in question. The situation description can include market trends and a competitor analysis. It also includes mapping out all the internal resources and capabilities so a budget is introduced to the marketing plan at this stage. During the next phase in the planning model, objectives should be defined.

Dave Chaffey (2016) suggests that objective should be defined through the five S's: sell, serve, sizzle, speak and save. As this is directly not suitable to the event marketing context, the author chooses not to use this to define the objectives. Strategy and tactics were explained above: the strategy refers to the segments, target markets, objectives and positioning, and the tactics are referring to the more exact measures to reach the marketing objectives, in this case with the four P's. Tactics also usually include a content plan in a general level. The actions then describe in detail the tactical guidelines. Processes and systems are described and internal resources and skills are mapped. The most important last part is the control. In this phase, the main measuring tools and means should be mentioned and used to review the performance of the marketing plan. This stage usually includes user experience reviews and a possible conversion rate optimization if this is useful for the marketing plan control. In the case of an event, all the phases differ slightly but the common structure follows the SOSTAC planning model. (Chaffey, Smart Insights, 2016)

The key performance indicator in general refers to a measurable value that by tracking which the company or organization can follow the success of the product or marketing effort. This enables the companies to see if they are achieving their goals for example reaching a web site traffic goal with marketing. (Edgecomb, 2016)

4.3 Event Marketing

Event marketing does not differ that much from traditional marketing. The scarce and time limited nature of the event however changes the nature of marketing in the event context. Explained by Marketo, Event Marketing, event marketing describes the process of creating themed demonstration to promote different type of commodities, services, or causes by influencing engagement. As described earlier in the part that defined different events, events can be occurrences of any kind in any given platform or venue and the promotion

of can therefore be implemented through various platforms and with different techniques. (Marketo Event Management, 2016)

Shone & Parry (2013, 205-215) suggest that an event marketing plan should be defined according to the nature of the event. They suggest a slight division of the marketing plan requirements to once occurring event marketing plan and to marketing plan for repeating events. The starting point is suggested to be in the once occurring event marketing theory which can be elaborated with the theory for the repetitive events.

As stated during every part of marketing theory, the objectives of the event direct the planning of the marketing. In event marketing context, the same is done: the objectives direct the plan's strategy (market segmentation, market targeting, market differentiation and positioning) which is formed from the market research. In the event context, this means that the event scene in the similar environment should be assessed. What however is slightly different is that the event marketing plan should include an initiative marketing schedule with a bit of space for changes so that all the event activities and promotions can be revealed to the target customers as they come along. As such the event marketing plan usually has a practical part to it that describes what physical evidence (posters, tickets, etc.) should be created for the event to maintain a coherent image or brand. Because events are normally run with a tight schedule, this usually helps the organization to manage the event parts logically. (Shone & Parry 2013, 205-215)

Even though some events have a significant budget targeted to their event marketing this is usually not the case and it has to be stated in the plan itself. For the part of repetitive events, the marketing should always take into consideration the previous events and their visitor numbers. The data from previous years can be assessed and development subjects can be addressed. Customer feedbacks should be at the latest be assessed at this point and the effectiveness of marketing should be asked in the feedback forms. (Shone & Parry 2013, 205-215)

4.4 Digital marketing

Digital marketing is a wide concept and it has multidimensional characteristics in a fast-changing environment. The concept can be explained through traditional marketing definition using Kotner's (2013) and Chaffey's theories as a combination as follows: digital marketing refers to service and product marketing by utilizing digital technologies. Digital marketing is often linked directly and only to internet but it comprises also mobile phones, web and even interactive TV. Digital marketing operates in a distinct environment and it also

supports traditional media such as print media, traditional media, or offline media, if noted as a part of a marketing strategy.

There are different types of online media channels that are identified in the buying environment of today's digital marketing: paid media, earned media and owned media. Paid media is usually seen online as advertising on different sites as well as traditional print media. Earned media is more diverse and multidimensional and it refers to reaching to the audience by sharing or word of mouth. Owned media is to include digital properties and described to be owned by a brand (e.g. websites, blogs, social presence on Facebook etc.) (Chaffey & Ellis-Chadwick 2012, 10-11)

As noted earlier, digital marketing comprises of many different platforms. Chaffey and Ellis-Chadwick have divided the platforms into three different categories: desktop, laptop and notebook platform, mobile phone and tablet platform and into other hardware platforms. Facebook and Instagram marketing, which are the main digital channels the author created the marketing plan for, are a part of the first two categories. (Chaffey & Ellis-Chadwick 2012, 12-13)

Because there is a division in the range of platforms, there is also a division in the forms of presences online. Chaffey has originally identified these forms in 2011 and describes that the forms are divided based on the objectives the sites have in the field of digital marketing.

1. Transactional e-commerce: Online purchases
2. Service-oriented relationship-building: Site that informs about purchase decisions that can be made also offline.
3. Brand building: Providing experience to support the brand
4. Portal or media site: Gateway to information
5. Social network or community: Focus on community interactions between customers.

Facebook and Instagram, which are two of the main focuses on the author's marketing plan are both considered to be social networks or communities that can be operated through the previously mentioned platforms. This category also includes Twitter, Snapchat and YouTube as social media channels. The later mentioned will not be used as distribution channels in the social media marketing plan as it is not necessary to serve this small scale event's purposes.

As the division above is based on the objectives online presences have in the field of digital marketing, there is also division between the media channels digital marketing uses to

reach consumers: search engine marketing, online PR, online partnerships, display advertisement and social media marketing.

(Chaffey & Ellis-Chadwick 2012, 21-22, 29)

4.4.1 Social media marketing

Social media marketing can be also defined through the definition of traditional marketing. It is described to be marketing a service or a product through social media channels by gaining traffic and awareness (Chaffey & Ellis-Chadwick 2012, 535). The channels that are commonly used as the channels through which social media marketing is conducted are Facebook, Instagram, WhatsApp, Twitter, YouTube and Snapchat. There are many smaller platforms that might be suitable for some companies but as these are the biggest, they need an introduction to go further in detail to social media marketing.

Facebook was founded on 2004 and it is a way for people to stay connected with their close ones, keep updated on the situation all around the world and a channel to share and communicate about issues that matter users the most. At first there were only 3 things a user could do on the site: update a profile picture and information, add other people as friends and view others profiles. Facebook has now developed different functions which social media marketers and users in general can use to communicate. To understand how the platform works, some need to be introduced to it. Users have now a “wall” that other users can post onto and they can also update multiple photos and videos to their wall or profile. They can also follow news feeds from friends or other interesting characters. There is also a function that enables private messaging through an application on a mobile or in Facebook as well to friends and others. Although Facebook is commonly presumed to be used as a personal private social networking platform, many companies have accounts which they use to communicate and sell their products to consumers. (Chaffey & Ellis-Chadwick 2012, 472-473) Facebook material is evaluated with Likalyser, which analyses the visitor and website data for free.

Instagram is a newer social media channel, the operation started 2010, and the channel has different main idea and functionality than Facebook. Whereas Facebook started as a social network, Instagram focuses on the personalized way to share one’s life through pictures. Instagram has included filters to modify photos and videos, and hashtags (#) (first introduced by Twitter) to categorize and reach users in a different way. Hashtags are now one of the functions in Facebook as well and it is commonly used by marketers to encourage engagement, cross-media traffic and awareness. Using the hashtag in Instagram connects people and photos to the related issues or materials so that other people can see

the relation in the content. Instagram has also developed their “discover” function which enables users to see an overview of their preferred content from other users that they don’t yet follow. This is one of the curiosities Instagram has to offer. (Bar-Joseph, Search engine watch, 2014; Instagram, 2016)

Instagram marketing material can be assessed with Iconosquare and Simply Measured.

Twitter is a real time online social conversation platform that enables users to tweet (message) and comment on the whatever they feel necessary and connect them to different conversation entities via use of hashtags. Users can post articles, pictures and they can also post to one another through the site. Users can and should follow other users to gain reach to their posts and hence later more followers. (Austin, 2009)

YouTube defines the online service as a platform where users can submit, watch, share and follow videos. The videos can be then seen by other users and publicly on their own and other web pages (server still YouTube). YouTube started in 2005 and Google acquired the service in 2006. (Christensson, 2009)

The newest arrival to the social media marketing scene is Snapchat. Currently this channel only operates through a mobile application and it has similar functions as Instagram. This application enables users to share their lives with photos and videos and with that gain followers and attention with disappearing content. Content sent to this application does not accumulate onto the profile but is constantly renewing itself with new content (if the user feels it is necessary). The snap story can be seen 24 hours by the users who follow the person who is posting. similar function was just recently added to Instagram. A snap story usually contains the highlights of the day or other interesting things people might post about (trending, diets, outfits, etc.). Private messages can be sent to followers as well in a form of text and pictures. Companies such as MTV or Vice can use the site to create a mobile gossip platform or visual fact book about current things. (Christensson, 2016)

Facebook and Instagram will be the only channels that will be used in the social media marketing plan done by the author. As the governing body of Suomenlinna is a government bureau use of social media platforms cannot be outsourced, even for a short time. This legal restriction influenced the use of social media channels so that the project managers that oversaw the marketing decided to create a Facebook page just for the event and maintain the control of the channel. Otherwise the marketing content would have had to be done weeks ahead which was not possible because the resources were inadequate. Thus, the students controlled the Facebook page for the event and the governing body of

Suomenlinna was still in control of the official Instagram account. Instagram was decided to be incorporated in the marketing plan because the content in the Facebook page was mainly supported by pictures and thus the content was easily re-post able to Instagram.

Getting back to defining social media marketing and the dimensions of it, CIPR media panel has defined social media marketing like Chaffey & Ellis-Chadwick but with a different perspective, perhaps: internet and mobile based channels and means, commonly called social media, that let users interact with each other and share content used as a channel of marketing. Networking, building communities and engagement encouragement are closely interconnected in this definition. It also describes the need use various social media channels so that communities will form and customers interact with one another. (Smart insights, 2016)

Social media marketing plan can be based on the SOSTAC model as well, but in a smaller scale as the nature of an event is more temporary and it is aiming for different outcome. Social media marketing strategy can be done according to Lasse Rouhiainen (2015) by utilizing research, content, interaction / promotion and measurement as a baseline. The research phase includes a competitor analysis and research of the general market of the product or service. This phase also includes the mapping and definition of the ideal consumer so the following content phase will match their expectations. The content will then construct based on the research and therefore it will aim to keep the ideal customer and attract new ones. This phase includes the actual tailor made content in different social media channels to the customers (photos, video, etc.) that will engage them to interaction. The more interaction between the client is made the closer it takes the marketing to a buying decision. Last Rouhiainen (2015) suggest that measurements should be taken in order to discover how the marketing material has been working. This will then serve as a part of the SOSTAC planning model as the strategical part.

5 Framework summary

To get a clear overview of the theory that will be used to carry out the product, a summary is presented.

From the project management in an event management context, these elements are used to form the product plan and description.

1. Defining a cultural event of Viaporin Kekri using a scope model to create the framework inside which the project is then executed.
2. Creating an event planning structure and executing the actual event by using the seven-step model by Raj, Walters & Rashid (2013, 258-259)
3. Explaining in detail the event execution phase in practice as defined by Shone & Parry.
4. Physical closure practices described in detail using framework from Shone & Parry.

Marketing theory is broadly presented in this thesis so that the layered theory can be understood. What however needs to be clarified is that most parts of the final product illustrate the marketing theory indirectly and thus the background presented as the marketing theory helps to understand the final product as such. Nevertheless, the author is going to use the following theory parts to establish the marketing plan as a product:

1. The marketing definition alongside with the definitions of the subcategories of event marketing, digital marketing and social media marketing are important key elements that serve the objective and practices of the marketing plan as such. The author constructs a social media marketing plan that comprises only Facebook marketing and Instagram marketing in a smaller scale. This mainly because the commissioning party of the thesis is a government bureau and parts of the operations need to be dealt with certain bureaucracy.
2. Most importantly defining the product itself: marketing plan.
3. Marketing strategy and the marketing mix are both parts of the actual marketing plan and thus important elements to understand. However, despite of the fact that all parts mentioned in the theory helps to understand the practical decisions behind the marketing plan, these elements might not be applicable to some marketing plans.
4. Using the Key Performance Indicator's (KPI's) to conduct quantitative and qualitative measurements of the plan.

5. Constructing the plan's structure with partial SOSTAC planning model to create a clear design.

6 Project planning and implementation

6.1 The target organisation of the product-oriented thesis

Suomenlinna is a sea fortress which is located in the near-archipelago of Helsinki. The fortress was designed by artillery officer August Ehrensvärd and approved by Swedish king Fredrik I on 1747. The construction started on the following year and it was originally called Sveaborg ("translated" in Finnish Viapori). The construction never fully finished and the active construction work ended over forty years after it had begun. Later the Russian era grasped Finland 1809 and the fortress suffered severe damage during Crimean war. It was not until 1918, a year after Finland's independence, that the fortress was returned to Finnish ownership and the name was changed to Suomenlinna. The sea fortress has a colourful history under the Swedish and Russian rule which have both shaped the attraction to its current glory and makes the fortress an interesting venue for events.

Suomenlinna usually serves as a tourist attraction and a habitat for approximately 800 permanent residents and 250 temporary marine residents. The fortress area consists of 200 buildings and around 80 hectares of land in 8 different islands of which 3 the actual event is held on: Kustaanmiekka, Susisaari and Iso-Mustasaari. The governing body of Suomenlinna is the bureau that is responsible for the restorations, maintenance and management. It is operating under the ministry of culture and education. The bureau is responsible for the maintenance of the world heritage site for future generations.

Nowadays Suomenlinna is an important tourist attraction and during winter season 2015 the visitor count grew between January-April and October-December to 223 000 visitors, of which two out of three were from abroad. (Suomenlinna, 2015)

The governing body of Suomenlinna is the commissioning party of this thesis. The reason why the author continued with the project in 2016 was because of the VK in 2015 which the author also participated.

6.2 Thesis objectives, problems, limitations and development goals

One of the aims of this thesis was to plan, organize and manage a harvest event in Suomenlinna sea fortress. The other aim was to do and implement an event marketing plan. The planning of the event started at June 2016 and ended in late November 2016. The actual event took place in the beginning of November 2016. The event was held at Suomenlinna sea fortress and around 3000 visitors attended the event.

The goal of the event was to raise awareness about the year-round possibilities of the sea fortress and provide young adults a different experience of the sea fortress as a venue of the event as well as harvest and Halloween. One of the event goals was to provide work experience for Haaga-Helia students in hospitality and event industry.

This report aims to provide information about the event process in Suomenlinna sea fortress. It tries to clarify and justify the documented process as described in the marketing and project plans presented as appendices 9.1 and 9.2. The thesis report also serves as very generalized guideline of an event process in a UNESCO world heritage environment. The environmental limitations and project problems were closely related to the scarce nature of the event venue.

The thesis has a few limitations that came along during the thesis process. The very practical problem was that there are a lot of people participating in the planning and execution process and there is not only one way to make a project in this scale. Most documentations were also conducted by several students and the information is therefore scattered and unorganized.

Once practical limitations arose, some of them presented as an actual problem that could not be solved for the project (e.g. getting more ferries to operate to get all the visitors in the island – force majeure). Most of the practical problems concerned the budgeting, which was worked on until the very end. Most of them were solved by the governing body of Suomenlinna's representative Maria Mänttari at the end. Unfortunately, no concrete examples can be applied as the budgeting was fully managed by the governing body of Suomenlinna.

One big limitation is the complexity of the subject in theory. As the author participated both in the execution as well as in the report writing process and justification in this event, it became very clear that there is not only one theory to be used in this thesis report but several. Therefore, the defining of the subject was very hard and did exceed the amount of theories originally intended. Also, the scarce and undefinable event itself presented a difficult reporting challenge as documented material from 2015 and 2016 was difficult to access. The ideation and planning process were re-defined throughout the process and hence a challenge to apply theory to.

During this thesis process the author chose to take a theoretical angle to construct and present the thesis. Even though the thesis project was an event which is very practical and hard to theoretically describe, the author chose to combine elements from project

management theory with event management theory to conduct a report. Marketing theory also presented multiple angles which from only a few were chosen to describe this process and thesis. The measurement methods were qualitative for the project process part as the open questionnaire analysis reveals. The qualitative method was chosen instead of quantitative method to indicate the overall experience of the whole event. Because projects and events are multidimensional temporary occurrences that involve many parties' collaboration as suggested by Shone & Parry (2013), an overall image of the process is best constructed by qualitative research.

As for the part of development, the author is aiming to provide information about the project process broadly so that the future projects can be executed based on the information provided in this report. If not fully based on this document, the thesis report can help to identify and develop the difficult parts during the planning and execution of the event.

6.3 The data and analysis methods used

This thesis was constructed from a theoretical background of event and project management aligned with event marketing theories. As mentioned before not all part of event management theory nor event management theory are taken into consideration because the product itself was constructed without these. The data is therefore used and developed according to the product. It is not necessarily the most accurate way to describe the theories but it does support and present the thesis background well for its purposes.

The method used in this thesis to evaluate the success of the product was a questionnaire that comprised of open ended questions for the management and marketing team. The questionnaire was constructed to evaluate the differences in the methods and processes used in 2015 compared to 2016. This method is the best to describe the overall image of the event process and success.

Because the interview would have been a time consuming and wearing process the questionnaire was conducted as an online survey with open ended questions to get a better picture of the overall success of the event. As earlier mentioned Getz's definition of events suggest that they have a temporary nature. When the project has a specifically defined purpose, it also usually has a determined start and an ending. Usually projects require the association of different professionals, so it can be seen as a collaboration of people working towards the same goal and because the event has a non-profit goal, the qualitative method helps to describe the success of the collaboration. As for the part of marketing, quantitative and qualitative analysis was conducted based on data collected by Facebook. As suggested in the theoretical framework, some KPI's can be measured and analyzed to

measure success of marketing even though there is no monetary interest in it (e.g. engagement – how many people reacted to a post on Facebook)

6.4 Evaluation

To conclude, the thesis has components that the author find important to be assessed in the evaluation. First and foremost, the project was defined, planned and executed by three project management students from Haaga-Helia's Hospitality, Tourism and Experience management stream. With the help of another student, the author was mainly responsible of the social media marketing. Rest of the practical management was a collaboration of management team, students, teachers and the governing body of Suomenlinna. The authors evaluation of the project is based on the whole effort in the project the perspective being the author's own.

The overall opinion of the project is positive: the project team had good communicative channels and motivation to discuss defining and planning matters whenever necessary. Consensus in most matters were reached easily and everyone from the management team were working to reach the common goal. Most meeting during the process was attended with all parties organizing the event which made the decision making and ideation process easy. However, the author's role in the process was quite insignificant concerning the whole event and therefore the opinion on this matter is not necessarily valid.

The execution was a success as a part of the organizational operation during the whole day. The event was fluent and all issues were addressed as they came in very attentive manner without problems.

For the part of the reporting, which ultimately comprises the authors efforts on this thesis, it was done later than expected. The length exceeded the planned and the report itself is somewhat inconclusive because of the long report process time.

The event itself succeeded to be a valuable cultural event that was responding to a somewhat need as there was a lot of visitors in 2015 during the first event and even more in 2016.

As the event and project management theory suggests, the project closing should be done in a reasonable time after the event so that pros and cons of the project are still freshly in the minds of the organizing party. This unfortunately was not that successful and therefore the reporting part is not the strongest element in the thesis. However, compared

to VK 2015 the defining, planning, executing and closing did go better. In the defining phase a clearer idea was constructed in 2015 which helped the event management team the next year. Also, the lack of dedicated core team led to issues in the previous year and this was fixed for 2016. The event organization generally helps to define and oversee the responsibilities each participating group needs to get done for the event to be successful.

The execution did go well compared to the first event in 2015. Based on the theory, this was mainly because there was a lot more clearer responsibilities and event scope in the first place. All participants were helping to reach a common goal on the day.

The evaluation was done also by the help of the people involved in the VK management process in 2016 by a questionnaire. The questionnaire was conducted in a qualitative interview-like method. This method is the best to describe the overall image of the event process and success. Because the interview would have been a time consuming and wearing process the questionnaire was conducted as an online survey with open ended questions to get a better picture of the success of the event. The questionnaire was conducted by targeting the event management team and people who were involved in the whole process and even preferably a part of the VK in 2015 so that there is a valid comparison. The questionnaire was answered by 6 people: 3 Haaga-Helia students that were involved in the project somehow on 2016, 1 teacher who was a part of the events in 2015 and 2016 and of course the commissioning party's representative, who also participated in 2015 and 2016. The questionnaire itself is presented as an appendix 8.3

The answers are presented as a summary of the common nominators and opposing opinions. Uncertain or unclear answers are not presented in this summary.

The questionnaire aimed to point out the biggest differences between Viaporin Kekri in 2015 and 2016.

In 2015 the event ideation planning was chaotic part of the whole process. Time was of the essence and very limited. Ideation was constructed as it would be expected for the first time: there was no structure in the process. It is pointed out that the whole ideation process planning was more a part of a school course than an event project at first. The event itself was a part of a Haaga-Helia course in 2015 and it added a compulsive element to the creative process. Haaga-Helia's students started the ideation process as a part of a course during spring 2015. The process then continued in autumn as a part of the course.

The common nominator with the differences between years 2015 and 2016 is mentioned to be the unstructured process in 2015 as well as the timing problems. Also, the number of students involved in the whole process in 2015 was somewhat overwhelming and responsibilities did not divide equally. The ideation execution was done as a part of workshops during lectures and it was not organized. Despite of all these problems the ideation execution turned out to work better than expected if taking the timeframe into consideration. However, all answers indicate that there was significant progress in 2016 compared to the previous year. The idea execution had more time to be planned and organized and the group of people deciding about this was a lot smaller, hence easier ideation process in general.

Moving to the part of project planning, most answers suggest that the project and event planning part was rushed due to timeline issues in 2015. The planning was done as a part of school course as well and therefore the whole process was a learning experience for the students. One issue was also the amount of organizing parties in the process (students) and the amount of people to be managed. The improvements in planning in 2016 can be described as less time consuming and more structured. The whole planning process started earlier and not too many people needed to be involved in it.

The actual execution of the event in 2015 has been described to go quite well despite of the issues during the ideation/defining phase and planning phase. Students were immersed in their own venues and activities and most of the venue performances and activities went well because of this. The answers however indicate that there were some issues with communications between everyone involved in the event organizing and ferry traffic. For the parts that were improved in 2016 event, the one improvement mentioned in most of the answers was the independence and cooperation of partners involved. The non-student managed venues were more organized and partners could decide their activities inside their own organizations. One significant improvement mentioned in the answers was the project managers leading the student operations alongside with the teachers.

The successful and failing parts during the event in 2016 were quite controversy. This indicated that different parties had a different perception about the event parts. All the answers are listed below:

Success:

- Event happenings and map
- Guides
- Airplane hall with all its' program
- Social media marketing (incl. website)
- Beer Fest
- The participation of local and non-local businesses

- Event contents
- Happy visitors and partners
- Atmosphere
- Bringing visitors to Suomenlinna during off-season

Failures

- Opening and ending ceremony
- Beer Fest
- Guides
- Volunteer training
- Kid's event

The failures did have more consistency in the answers and therefore it suggests that most of the answerers perceived the same issues during the event.

The summary and analysis of the answers suggests that there was a leap of improvement from 2015 to 2016. The organizational structure and management changed which helped the planning process significantly. The event execution was a success both years but there are parts that needed more attention in 2015 and 2016. Overall the answers indicate that progress was made from Viaporin Kekri in 2015 and that the event went well from the project management point of view in 2016.

7 Discussion

7.1 The thesis process

The thesis process was hard to start. The subject itself was clear and familiarized by the author as the event process was ongoing at the time of starting the thesis process in September 2016. The thesis process had just changed in the autumn 2016, the actual university protocol was unclear and needed studying. This issue had the author studying the university guidelines more than the thesis subject itself and therefore took time from the writing process of the theoretical framework. The author struggled with the subject plan and thesis outline and in the end, did not use either of the documents to construct the whole thesis, even though it would have probably helped with the writing process.

The contents of the thesis report were hard to construct: the subject is so broad, as was the project, that leaving out parts from the theory was harder than to include everything in it. Therefore, the structure is somewhat weakly presented and the report is too long to keep the thought of the previous chapter still in mind. The timetable for the thesis unfortunately got extended with 4-5 months because of the author's time management issues.

7.2 The learning outcomes

The learning outcomes of the thesis are broad. During the product creation, the author learnt important management skills of people, schedules and resources in general. The whole product itself learnt on compromises and consensus of different parties involved in the event.

The reporting process however have taught the author to write academically and concentrate on the subject in question without irrelevantly writing everything even vaguely connected to the subject. Sadly, this came evident at the end of the reporting process. Putting time limits to writing process was hard but that has improved miraculously during the reporting process. This was the biggest lesson to be learnt.

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9 Appendices

9.1 Project plan

DEFINING

The whole event as a project started with the idea of an annual event for Suomenlinna. After Viaporin Kekri (VK) 2015, when the success exceeded our own expectations in visitor numbers and general visibility of the event, the annuability of the event indeed seemed like a feasible goal to add into the project starting point.

As for the part of ideation, a well-defined theme was already constructed for the event in 2015 there was no need to start with it and the event management team alongside with all collaborating parties could start defining the event in 2016 straight away. The event's visual appearance and design was designed in 2015 by a graphic designed Vilma Siiki and it was modified in 2016.

To clarify the project report, the project team are briefly mentioned alongside with the titles:

Team	Name & title
The governing body of Suomenlinna	Sales and event coordinator: Maria Mänttari, involved in the event in 2015 & 2016
Haaga-Helia teachers involved in the project management:	Violeta Salonen, involved in the execution 2015 and post-event planning and in the whole process 2016.
	(Mario Ascencao, involved in the whole event in 2015 and ideation 2016)
Project management team:	Haaga-Helia students: Marianna Ahonen, Iida Karlstedt and Eva-Maria Korhonen (later Eva)
Supporting project management team,	Haaga-Helia students: Alexandra Dvornikova, Nina Palosaari
Project management team, students: Guides and other running matters during event defined by the management team together with the teachers, Suomenlinna and Haaga-Helia students themselves:	Haaga-Helia first year students.

The project started out by defining in detail all the elements that will be needed to be included and managed in the event. A project scope mapped all these elements as follows:

Project objectives:

1. Raise awareness about the event venue of Suomenlinna and use its's historical value to create something differing from the usual event scene.
2. To gain more visitors during winter season by creating something customers can come for or experience.
3. Creating an annual event that can benefit the partners and Suomenlinna in long term.
4. Creating an educational experience to the students of Haaga-Helia.

Milestones

The milestones for the event were vague at first and they served only as a backbone for the planning. The actual event milestones were formed as the event planning moved further on. The preliminary dates were:

Expected to be due	Actions
End of June	Theming decided
End of June	Students participation decided, responsibilities still open
End of June	Potential partners decided, parts of program decided
Start of August	Partners contacted
End of August	Potential partners' placement, adjustments still needed
Start of September	Marketing starting
During September	Collect material for marketing from partners
Mid-September	Participation of potential partners confirmed
Start of October	Students participation decided, final adjustments
During October	Collect material for marketing from partners.

Mid-October	Program confirmed
End of October	<ul style="list-style-type: none"> Students schedule confirmed
End of October	Program adjustments; Final program
5 th of November	Everything done and props carried to Suomenlinna at the latest.

Added to the above list, a lot of background activities and details were defined in between defined dates without them being a part of the actual project scope. Throughout March and April – workshops were organized with first year students to improve the event based on the event report and feedback.

- On 8th of June 2016 a planning session was held to determine if the first-year student's theming and improvement plans are used (or not) – ending to the solution of not using any of the reports but creating our own story world (end of June/July); By 13.6.2016: Alexandra creating a contact detail file so that contacting partners is easier. By 30.6.2016 letter of introduction and participation request done by Eva, Marianna and Iida.

The above-mentioned situations are presented also as examples of the processes that took place without them being marked as milestones.

Technical requirements needed to be defined so that no major technical surprises will rise during the event day. Listed the most important issues to be taken care of before the event:

- Emergency training for the students and general mapping of the area for them
- Outside circumstances taken into consideration (e.g. weather and other uncontrollable matters that can/cannot however be managed)

From Suomenlinna / partners:

- Alcohol licence for venues if necessary
- Setting up lighting and signs on the day of the event

In case of any issues during the event day or the planning a notion about the limitations or possible pre-known issues are listed to the event scope as well. This helps to evaluate the event. If there is a way to address the issue or it has been done already, it is added to this section as well

- Everything was done to enable more ferries to the island on the event day. This issue arose from VK 2015 feedback and it is therefore important to take in consideration. One ferry can take only a limited number of people and the governing body of Suomenlinna contacted the ferry company to confirm.

- Possibilities to take weather in consideration and see that electronics are covered.

Reviewing this with the customer / commissioner / partners

- Maria Mänttari as a representative of the governing body of Suomenlinna is participating in the planning of the event from the start to finish and therefore is reviewing the scope and the development of the event in general. The structure and dates are thus based on Suomenlinna's decisions about the event.

PLANNING

The aims and objectives were approved as they were presented in the project scope. These objectives remained the same as in 2015 as the event was successful and attracted a lot of visitors even though somewhat issues arose from the minimum planning and short timeframe. However, the event management team felt that these objectives were reasonable and possible.

The research for the event was partially done by executing the event in 2015 and contemplating on the feedback that was got from it. Based on that feedback 20.1.2016 an event report from year 2015 was done. Reflections of the previous event formed into actual feasible goals and schedule parts. This was done in 2016 by project managers Eva, Iida Karlstedt and Marianna Ahonen. This report was also used to brief the students working on a general theming-renewal to understand the event. Students then conducted presentations that were aiming to create viable solutions to tackle the biggest issues from previous year. They were encouraged to create an event story world and all activities to an event as well.

Based on the research and work done by students, the managerial team alongside with the governing body of Suomenlinna decided to keep the theming from last year: Dark harvest event with less Halloween-elements than 2015. A new more historical angle was taken into the theming – the Swedish era. The angle connected Suomenlinna to the historical elements without completely ruling out the harvest theme. This also adds an opportunity to use historical eras as backbones of the following events. Additionally, as it was not common to celebrate the harvest in Suomenlinna this answered to some feedback from the partners and participants from 2015.

After addressing the main problems with the event the practicalities of event materialization were addressed in more detail. All the collected data was used to analyse the feasible solutions and to see where to concentrate with the budget. A few focal points of concentration during the event planning arose: Food, art/entertainment, Suomenlinna partners' participation, theming and history.

As Suomenlinna was the main and the only financier of the event project in 2015, they were the biggest evaluators of the business risk. Because the event is not aiming for profit, the financial risk is rather evaluated based on the visitor count and the success of the partners' participation (the quality of the partnership, profit from the day's event, willingness to participate in these kinds of events in the future) and Haaga-Helia student employment (volunteering). VK 2016 was aimed to be developed from previous year and it will hopefully continue doing so. If the event has not have developed enough from previous years, it will not attract the same amount nor more visitors on the next.

The event ideation and theming was planned by Haaga-Helia students and Suomenlinna but the different venue operations were left to the partners to plan in detail. Suomenlinna together with the managerial team oversaw updating the event website about the partners' venues activities. Basically, as presented in the project scope, the deadline for updating the event venue details and timetables was quite optimistic and therefore this task was ongoing throughout the whole event planning phase.

The project scope serves as an initial schedule to the development and execution plan. The events will be based on these plans.

The governing body of Suomenlinna is the main party responsible of the operational management, thus operational responsibilities, budgeting and financing of the event. The project management team was deliberated and responsibilities were assigned to gain more contacts and partners as well as entertainment.

To illustrate the size of the event and entity in numbers, a list of the partners is provided below. In many situations during the event, the governing body of Suomenlinna, the event management team (Eva, Iida, Marianna) with the help of teachers and students were in contact with different partners for additional information and timeline design.

Internal partners (Suomenlinna based):

- Suomenlinna Hostel
- Kekrimarket companies (some outside companies included)
- Tours at the war museum
- Esa Toivanen's Studio
- Restaurant Suomenlinnan panimo
- Viapori's Deli & Cafe
- Ice Cellar (bar, cafe)
- Cafe Vanille
- Restaurant Cafe Chapman
- Kulturkontakt nord

- Restaurant Bastion Bistro
- Mannerheimin lastensuojelu

External partners

- HIT international theatre
- Recover laboratory
- Magic Show – Markus Tervo
- Inside Out Escape Room Oy
- Horror walk tour – Happy guide Helsinki
- Noria - band
- Merituuli - band
- Tarot-Tuula
- Story tent
- 4 Breweries
- FaFa's smokery
- The Alexanders
- Iida Lindström
- Firedancers

Students

- Escape the cape – 1st year HOTEM students
- Clock tower – Siina Laurinsilta, Milla-Maaria Tertsonen, Florentina Munteanu
- Hallways – Iida and the 1st year HOTEM team

EXECUTING

As explained in many parts of the project report, the governing body of Suomenlinna has been the operational administrative department of the event and is therefore the main responsible department in the event organization. Everything that requires permits of any kind is required to go through the governing body of Suomenlinna. During the event the governing body of Suomenlinna together with the event management team is physically responsible of seeing that everything is as planned with the partners.

Suomenlinna visitors centre together with Haaga-Helia's students are responsible for the visitor services. As mentioned in the defining phase of the project, Haaga-Helia students are working as guides. Additionally, Suomenlinna visitor centre is open to serve the public coming to the island. Some supportive services are divided to the managerial team such as keeping track of all the event venues and needed technical equipment and setting up lanterns. Some of the supportive service tasks are also delegated to Haaga-Helia students.

such as timetables, shifts and minor communicative responsibilities. A part of the event communication services became a teacher's responsibility as reaching students and work force in general was easiest that way.

The repairing services and other running supporting errands are centrally the governing body of Suomenlinna's and management team's responsibility during the event.

Finance department during the event is basically divided in three:

- One part that is responsible for the main operational financing before, during and after the event;
- One part responsible of change for the event locations during the event and taking care of the cash after the event;
- One part that is only responsible for their own sales and cash.

The marketing is mainly organized by Marianna and Eva. Marketing is firmly based on the post calendar and contents designed in the marketing plan. Focus on Facebook marketing and the control of the page is on the marketing team before the event and on the event day it is widened to other members of the managerial team and to the photographers of the event. The theoretical marketing plan ended up matching the practice quite well at the end as indicated in the marketing evaluation part.

PROJECT CLOSING

The event itself ended in the night of 4.11.2016 with the partners closing their venues. The physical shut down was individually organized and executed by every venue itself. The closing from Suomenlinna's side included at least seeing that the venues were all intact and re-sellable. The overall image and cleanliness of the island was also done and seen through by Suomenlinna. Eventually, the governing body of Suomenlinna also collected and analysed data from the partners and the ferry company which helped Haaga-Helia and Suomenlinna to evaluate the event for future reference. Physically also the website that was created to serve this event was shut down.

Haaga-Helia's first year students physically closed their event participation by writing a report about the event participation as a part of a course. Some students oversaw distributing event posters and therefore picking them up as a part of the event closing. The teachers that were involved in the event graded and evaluated the first-year students' efforts towards the course.

The event management team helped with the physical cleaning and collection of the online data. No reports were made based on this information except this document. The marketing team helped to distribute the link to collect the survey data for Suomenlinna in Facebook. The team also created and posted a "guest thank you" generally to the site. For analysing purposes, Facebook insights were saved and later analysed as a part of this thesis.

9.2 Social Media Marketing Plan

BACKGROUND INFORMATION

Company information

Suomenlinna is a sea fortress that is located in the near-archipelago of Helsinki. The fortress was designed by artillery officer August Ehrensvärd and approved by Swedish king Fredrik I on 1747. The construction started on the following year and it was originally called Sveaborg ("translated" in Finnish Viapori). The construction never fully finished and the active construction work ended over forty years after it had begun. Later the Russian era grasped Finland 1809 and the fortress suffered severe damage during Crimean war. It was not until 1918, a year after Finland's independence, that the fortress was returned to Finnish ownership and the name was changed to Suomenlinna. The sea fortress has a colourful history under the Swedish and Russian rule which have both shaped the attraction to its current glory and makes the fortress an interesting venue for events.

Suomenlinna usually serves as a tourist attraction and a habitat for approximately 800 permanent residents and 250 temporary marine residents. The fortress area consists of 200 buildings and around 80 hectares of land in 8 different islands of which 3 the actual event is held on: Kustaanmiekka, Susisaari and Iso-Mustasaari. The governing body of Suomenlinna is the bureau that is responsible for the restorations, maintenance and management. It is operating under the ministry of culture and education. The bureau is responsible for the maintenance of the world heritage site for future generations.

Nowadays Suomenlinna is an important tourist attraction and during winter season 2015 the visitor count grew between January-April and October-December to 223 000 visitors, of which two out of three were from abroad. Suomenlinna is of course a summer attraction but there is a definite demand for winter activities. Pokémon go mobile application has increased the visitors in Suomenlinna recently. (Suomenlinna, 2016)

Event Information

Name: Viaporin Kekri

Industry: Event

Products & Services: Food, performances, activities for children and adults, entertainment.

The event was created and organized first time on 2015. It was commissioned by the governing body of Suomenlinna and organized by Haaga-Helia Hospitality, Tourism and Experience management students studying for the second year with the help of first year students. The event was aiming to gain attention and awareness of the year-round nature of Suomenlinna and provide an alternative weekend activity with food and some entertainment for young adults in Helsinki within the dark spirit of Halloween with the spin of old harvest festival. The event gathered 10 companies operating in Helsinki metropolitan area, 9 internal Suomenlinna based companies and over 100 Haaga-Helia students under the same roof. In 2015 the visual design was created by Vilma Siiki, a Helsinki based graphic designer. The visual look was kept for the next year with a few modifications.

In 2016 the emphasis was more on providing entertainment to both families and young adults not forgetting one of the Kekri tradition's biggest parts: food. The focus of the theme moved a bit further from Halloween theme but kept the darkness as one of the big themes. 12 Suomenlinna based companies, 15 external partners and 72 students participated in Viaporin Kekri 2016. Whereas in 2015 most of the event venues were free, this year more than 50% of the venues had an entrance fee or activities that required money

SITUATION ANALYSIS

Noted various times in this marketing plan, the planning faced some bureaucratic limitations that affect the situation analysis and some measuring actions.

Event's situation

Viaporin Kekri event has been organized once before on 31st of November 2015. The event attracted surprising number of visitors. In 2015 the event marketing raised a lot of attention. On the Facebook event page of 2015, 606 visitors had clicked maybe attending, 1000 clicked attending and it had 4300 shares on Facebook. (Facebook 2015) On Facebook and Instagram #viaporinkekri was used to engage visitors to spread out the word about the event. A flash mob was organized as a part of marketing and a social media contest (draw) that tried to uplift the use of the hashtag was published. (Facebook 2015; Instagram 2015) The Facebook marketing started on the 22nd of September 2015. Realistically 500 visitors were expected to show up on the event day but the expectations were exceeded when 1500 people attended. (Ascencao & Salonen, 2016)

In 2015 content for social media was created by Haaga-Helia students and the published by the governing body of Suomenlinna and therefore detailed data cannot be acquired to this situation analysis.

In 2016 Pokémon go players have been raising the interest towards Suomenlinna naturally (Iltalehti 28.9.2016) so the pre-setting is quite good if considering only getting visitors to the island on event day. This however makes the event visitor counting harder.

Key performance indicators

Unfortunately, as mentioned, Facebook insights and Instagram analytics data from 2015 is not available and there was not yet an own Facebook page to analyze. These key performance indicators are also evaluated in this year's marketing analysis. The situation analysis is made based on:

1. Engagement – seen likes, shares and comments on event page

Last year the engagement has been semi-active, event page attendees have not been that active commenting and liking material. Event has however had amazing number of shares, as mentioned earlier. This was based on an overall view.

2. Reach – Event attendees

As mentioned earlier a lot of people followed the event page until the event. Thus, last year created a semi-functioning brand.

3. Customers / Conversion – How many attended the event

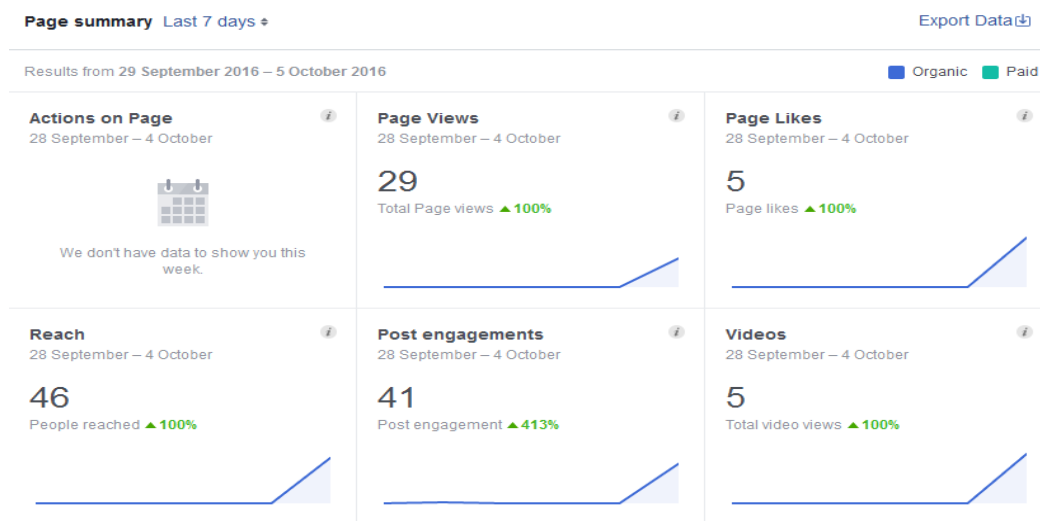
Because the event was mainly free of charge the demand exceeded the supply and queues were formed, hence the not too good feedback in 2015. Conversion cannot be easily measured as no sales were tried to achieve. If considering the nature and goals of the event and assets put into the event the return on investment (ROI) was positive. The visitor count was an approximate from HSL ferry company.

Presented below is the start of the event marketing 2016 analyzed by Likealyser on the 5th of October 2016.






Picture 1. Likealyzer analysis, ranking screenshot 28.9.2016

Even though the Facebook page was published rather late, the page had a good start. Competitors that share the theme of 'performance arts' are usually ranked at 53rd in the ranking which indicates the overall performance of the Facebook page.



Picture 2. Facebook insights 1/2 screenshot 28.9.2016

The Facebook page insights suggest that the Facebook page for the event has been improving the performance fast after starting promotion.

Event date	Event	Published	Reach	Responses
11/05/2016 2:00 PM EET	 Viaporin Kekri 2016	23/09/2016 18:13	12.1K 	1.1K 

Picture 3. Facebook insights screenshot 2/2 28.9.2016

Competitor analysis

The situation analysis indicated that the event is doing well and that it responded to an existing demand. There is none to marginal competitors for this type of event. First and foremost, cultural event scene is small in general in Helsinki district. One key point is also the fact that there are no similar attractions in Helsinki area thus an event held there adds value to the location.

There is a lot of Halloween events in Helsinki during the weekend of 5.-6.11.2016 but they have different theming. The events around Helsinki at the time of Halloween are Halloween themed and have a modern United States type of feel to them. Unfortunately, Viaporin Kekri is competing to win the customer segment of young adults with these Halloween events. Families however found the event in 2015 without promotion to families so this segment is served with this event.

One of the biggest competitive advantages with this event is the lack of admission fee. Most events in Helsinki area which are even slightly like this, charge an admission fee.

Also, because Suomenlinna is a historical venue and it is seasonally attractive as is most of outdoor activities in Finland, this event brings a differentiating add to the seasonal calendar.

SWOT analysis

The SWOT analysis of whole event itself was conducted to see what should be emphasized in the marketing. The strengths can be seen in the newness of the event, as the weaknesses are a sum of the opposites what comes to the marketing elements. The threats are closely related to the nature of the event and sustainability in general. Opportunities come in many layers; trendsetting new event and historical aspects are therefore emphasized as the main characteristics in the marketing as well as family orientation.



Picture 3. SWOT analysis

OBJECTIVES

The objectives are divided to short term goals and long term goals as this event is trying to establish a yearly place in Helsinki's event calendar.

Short term goals:

- To gain more than 100 likes on the Facebook page
- To gain more than 2000 attendees on the event page
- To get more than 1500 attendees to the event venue on the day
- To reach more than 5000 people with the event (shares, invitations)
- To get more than 100 participants to the contest
- To make partners gain awareness and sell out their tickets in advance

Long term goals

- The long-term goal of the marketing plan is to raise the awareness of the Viaporin Kekri event and Suomenlinna sea fortress in general and the year-round nature of the venue itself
- To create a positive image of Suomenlinna as an attraction and an event venue
- To enhance collaboration with different organizing parties
- To keep the UNESCO world heritage site known and in publicity

STRATEGY AND TACTICS

Customer Segmentation and Target Markets

The main audience in 2015 concentrated on adults and young adults from Helsinki metropolitan area but in 2016 the target is also families with kids. This year VK will offer more activities for children whereas last year the event was mainly filled with activities for adults. Many families were interested in the event so Suomenlinna decided to make the event more suitable for families on 2016.

User Personas

Mikko

Mikko is a 27-year-old single guy from Kallio, Helsinki. Ideally, he would work for a marketing company based in Kamppi. Outside work he would use his free time to see his friends. They prefer sitting in beer restaurants and play games. The newest trend between this group of friends would be Pokémon go mobile app. Mikko would be interested in historical facts. He would consider himself a natural leader and usually suggests different activities to do with his friends. His friends would like to follow him because he is impulsive and has a lot of good ideas.

Leena

Leena is a 32-year-old mother of two from Helsinki. She has two children, 2-year-old girl and a 5-year-old boy. Leena would ideally work in a bank and spend time indoors during office hours. During weekends, she would then prefer to spend time outside doing different activities with her kids. Leena is an active social media user and follows what is going on around Helsinki.

Marketing Mix

The product is an entertaining product that comprises food, performances, activities for children and adults.

Price: The price matches the general market levels as the event is free of charge but the smaller parts are priced by partners so that they can at least break even.

Place: The tickets for this event are sold online on the proprietary sites and Facebook. They both have links to partner's ticket sites and the proprietary site is connected to Facebook by link and vice versa.

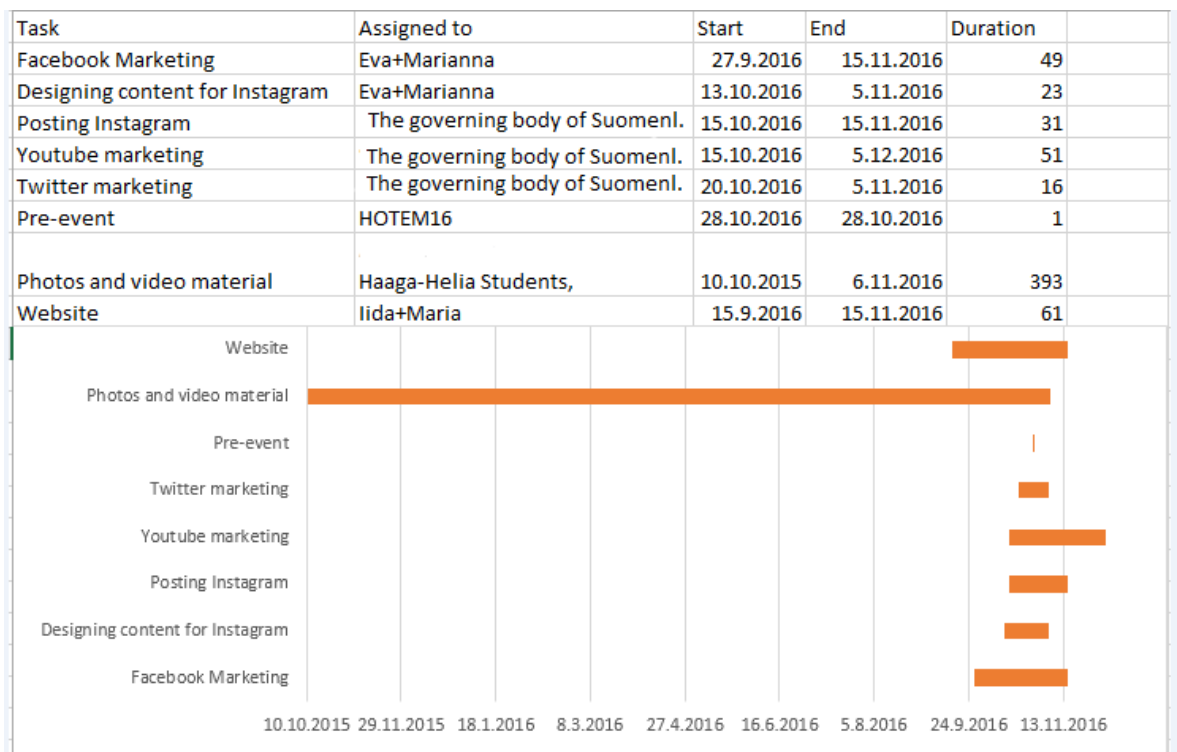
Promotion: Promotion is mainly concentrated on online platforms and the message reaches potential customers by word of mouth.

Actions

The actions will embody the tactical decisions made by creating quality content that will try to reach both long term and short term goals. Most actions will concentrate on the two social media platforms.

Concretely the actions and responsible personnel:

- Eva & Marianna – contents and posing to the event page and event. Also, Instagram material sent to the governing body of Suomenlinna.
- Creating picture, video and other material to the event will be widely spread responsibility and it will continue to develop when the marketing of the event starts.
- Suomenlinna post to own Instagram page
- The governing body of Suomenlinna making posters – Haaga-Helia first year students distributing them and taking them down after event.
- Marianna and Violeta - Designing and creating an online draw to distribute tickets to different venues.
- Asking all students involved to share the event.
- The below presented table of responsibilities also include a pre-event and Youtube and Twitter marketing that will not take place due to bureaucracy and the inefficiency of these channels in this event.



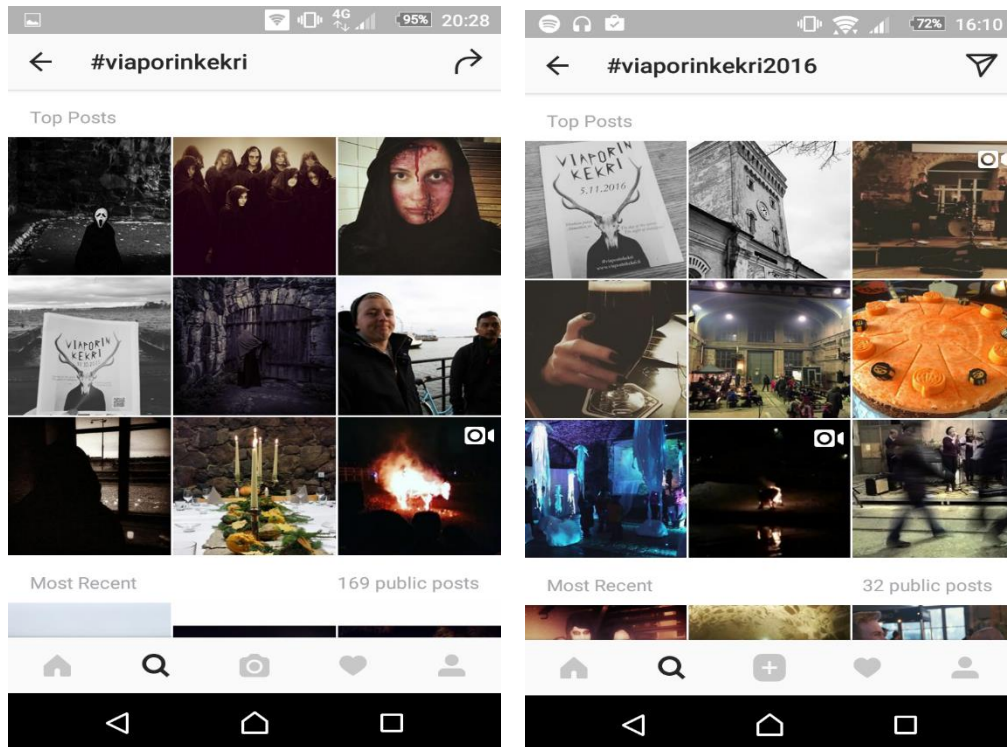
Picture 4. Responsibilities timeline

Facebook content

- Picture posts: info-posts about the partners and activities that are going on during the event day. Trying to get inspirational photos to represent added text as all pictures posted are accompanied with either engaging information or open ended questions.
- Unified post language.
- Photos size-optimized to Facebook with befunky/pixlr applications.
- Video teasers from last year to boost the theme.
- Facebook draw: promoting different activities by calling out the followers to enter a draw that will reveal a "kekri-profile". Prizes will be tickets to different activities during the event day or products sold during the event.
 - Post schedule starting easier and closer to the event posting daily. Facebook suggests that they should be posted between 15.00-18.00 on weekdays and earlier on weekends to reach most of potential and preferred audience (Age: 15-65, living in: Finland: Helsinki (+25 mi) Uusimaa, interests: food festival, parties, festival, food and drink or hobbies and activities)

Instagram content

- The event itself does not have an Instagram account so everything concerning the event be posted on Suomenlinna Official's account by using #viaporinkekri2016 to differentiate from last year's hashtag.
- Encourage partners to use both #viaporinkekri from last year and #viaporinkekri2016 to enable a general hashtag for the event and a yearly update.



Pictures 5. and 6. Example of the use of the #viaporinkekri and #viaporinkekri2016

CONTROL

Facebook

Final control analysis is made using data from Likealyser and Facebook insights. Analysis to the KPI's goalsetting and numbers based on free, available data. Engagement will be measured, as mentioned earlier, from seen likes, shares and comments on event page using Likealyser to rank the page compared to similar Facebook pages. Facebook insights will provide a numeral value to likes and attendee forecast as well as a general overview of the popularity of the event. The social media marketing will be assessed also weekly or even daily when submitting promotional material in addition to the final control. A formal report will not be assembled weekly, only one after the event to show the effectiveness of the social media marketing in general.

For the part of reach measuring, Facebook insights provide a numeral listing of the overall reach of the Facebook page and the event page. This combined to the customer count from HSL ferry service will provide a general impression of the reachability and popularity of the event using social media marketing. The governing body of Suomenlinna conducts a survey that will showcase the general success of the event and slightly the success of the marketing.

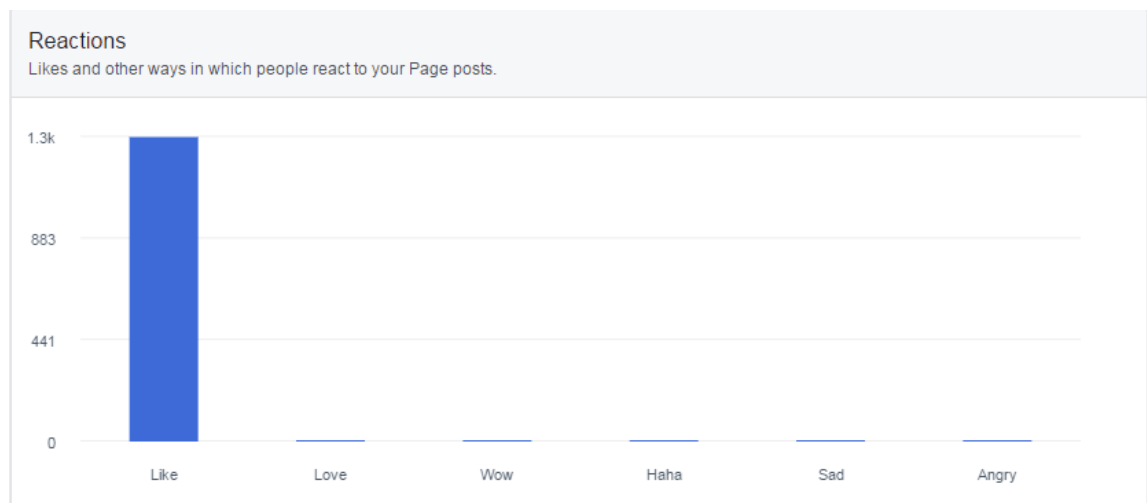
Instagram will be evaluated by the use of hashtag and general appearance of the number of likes as there is no official page for the event to analyze.

Presented below are screenshots from Facebook insights that are taken near the event date.



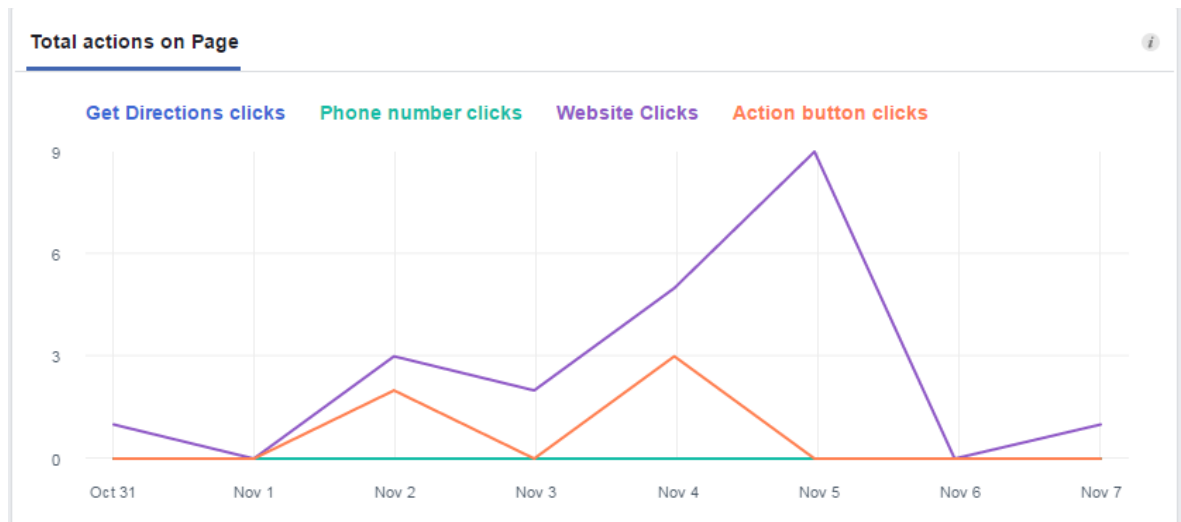
Picture 7. Total reach, Facebook insights screenshot 25.11.2017

The total reach analysis shows that all posts has reached people without paid promotion. This overview was recorded from the Facebook page on the 25.11.2016



Picture 8. Reactions, Facebook insights 25.11.2016

Reactions insights indicates that the page followers usually react to page posts by liking them. Posts that have been posted to the Facebook page have been liked 1300 times. 25.11.2016



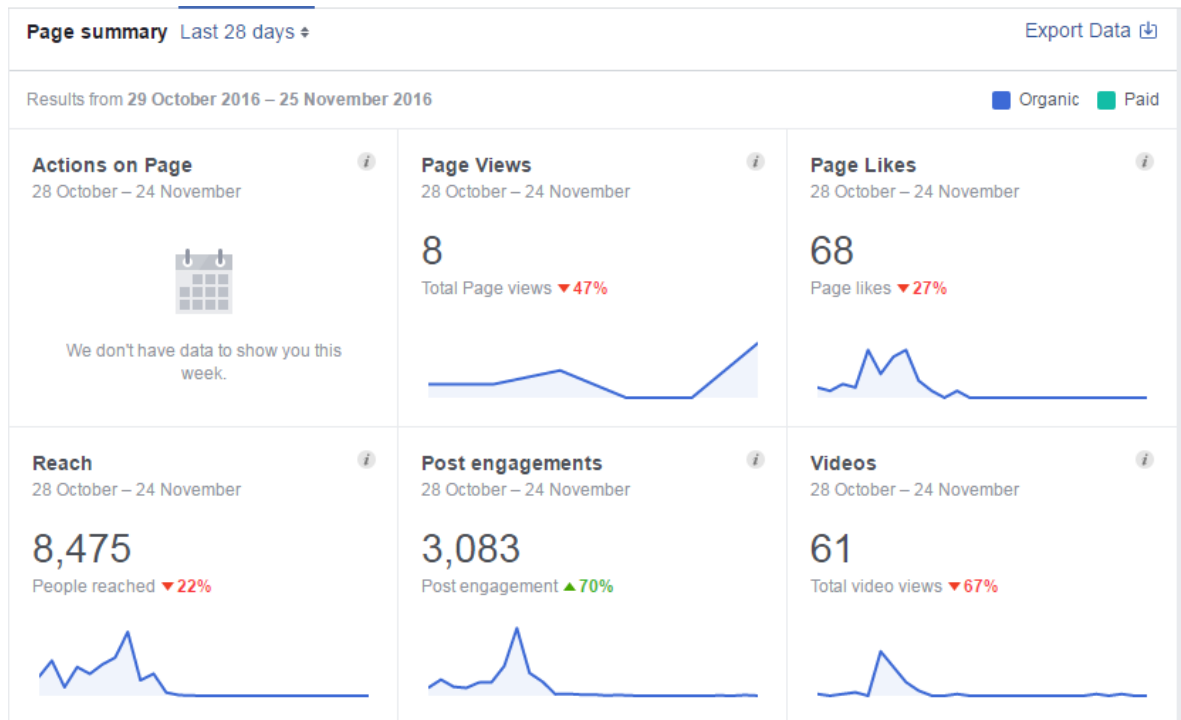
Picture 9. Total actions on page, Facebook insights 25.11.2016

The actions on page insight analysis indicated how actively people have been clicking on links or other material on the Facebook page. This action map indicates that the website has been in use in correlation to the posts concerning updates the webpage. On the event date 5th November 2016, the webpage had been clicked open through the Facebook page the most, probably because the full updated program was on the page. People have also had action clicks, meaning that posts had been opened more frequently when the red line has had its peaks. The results are quite low if considering that the Facebook event had 2000 interested, 639 attending and 2400 invited attendees according to Facebook.



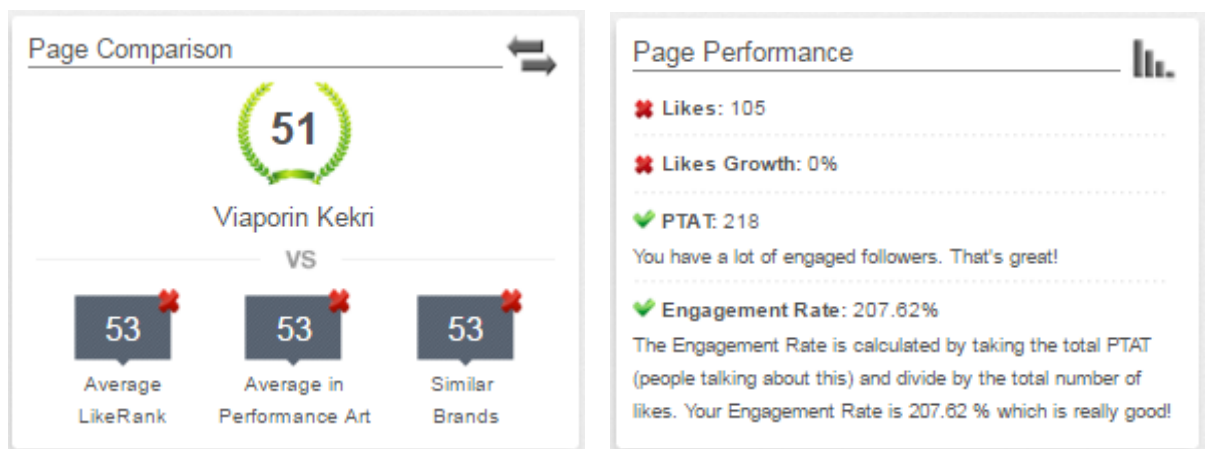
Picture 10. Hide, report as spam and Unlikes, Facebook insights screenshot 25.11.2016

The picture above indicates that when the Facebook posting was on its peak (even five posts a day) the page's post were either all hidden or posts that gained a lot of activity were hidden individually.



Picture 11. Page summary, Facebook insights screenshot 25.11.2016

The page summary shows that there has been a lot more activity near the event day and therefore all the indicators have a down worth facing trend except the post engagement which had an increasing trend in total for the measuring period.



Picture 12. and 13. Page comparison and performance Likealyzer screenshot 25.11.2016

Both screenshots show that there has been a 5-step rank increase in the general ranking compared to other similar Facebook pages.

Summarizing the data collected and the KPI short term objectives reached, the general outcome has fitted into most of the expected objectives. The Facebook page has 126 likes, and the event has 639 confirmed visitors and more than 2000 interested people on the event page.

The engagement KPI was reached as the event itself reached more than 8000 people according to Insights. It can also be seen from the Likealyzer analysis where the PTAT percentage is high and so is the engagement rate too. Here once again as reference, the short-term goals presented as per KPI's:

1. Engagement – seen likes, shares and comments on event page

Last year the engagement has been semi-active, event page attendees have not been that active commenting and liking material. Event has however had amazing number of shares, as mentioned earlier. This was based on an overall view.

2. Reach – Event attendees

As mentioned earlier a lot of people followed the event page until the event. Thus, last year created a semi-functioning brand.

3. Customers / Conversion – How many attended the event

- To gain more than 100 likes on the Facebook page
- To gain more than 2000 attendees on the event page
- To get more than 1500 attendees to the event venue on the day
- To reach more than 5000 people with the event (shares, invitations)
- To get more than 100 participants to the contest
- To make partners gain awareness and sell out their tickets in advance

For the objective concerning partners, some of the tickets were indeed sold out before the event.

As the ticket sales was not controlled by the event organizing team, the presumption of the success in the ticket sales is based on the info action gotten from the partners directly.

9.3 Questionnaire

Name:

Company and position:

How was the ideation process planned in 2015?

How was 2015 different from the ideation planning in 2016?

How was the event ideation executed in the first year 2015?

Was there any progress in idea execution in the next year? Describe if yes.

How was the planning process organized in 2015 and how would you describe it?

How would you describe the improvements in the planning phase 2016?

How would you describe the execution of the event 2015?

What improvement were made to the execution in 2016 and how did they work? Name three things.

Name two successful parts of the event and two failures if there were any. Justify.

9.4 Viaporin Kekri Program 2015

VIAPORIN KEKRI

31.10.2015

FOOD&BEVERAGES	TOURS	PERFORMING ARTS	OTHER PROGRAM
<p>11 a.m.–9 p.m. Viaporin Deli & Cafe is open until late in the evening. Enjoy our salty and sweet Kekri menu.</p>	<p>5 p.m. & 6 p.m. Opening of the Pump House The unique Pump House is opened to the public. More information from here. The Pump House is located in the vicinity of Tenaile von Fersen. Guided tours at 5 p.m. (in Finnish) and 6 p.m. (in English). Free entry. The tours have room for the first 25 people to sign up. Sign up in advance: guidebooking@suomenlinna.fi.</p>	<p>3.40 p.m. In the ferry from Market square to Suomenlinna Dark Lady entertains passengers.</p>	<p>11.30 a.m. – InsideOut Escape Games Room Escape – game in the Rifle Gallery. Games: 11.30 a.m., 12.10 p.m., 12.50 p.m., 1.30 p.m., 2.10 p.m., 2.50 p.m., 3.30 p.m., 4.10 p.m., 4.50 p.m. Players to these games will be chosen through a game-lottery organized by InsideOut Escape Games. Lottery will be held in their social media channels before the event. Games: 5.30 p.m., 6.10 p.m., 6.50 p.m., 7.30 p.m. Tickets to these games 15€/person on the spot. Number of participants limited.</p>
<p>11 a.m.–10 p.m. The Ice Cellar is open until late in the evening. Enjoy some refreshments and snacks in the cafe throughout the day.</p>	<p>5–7.30 p.m. Chilling tunnel tours in Caponier Blomcreutz. Do you dare enter a dark and secret tunnel of Suomenlinna to experience the horror and anguish of dead soldiers? Duration of the tour approximately 15 minutes. Tours start every 30 minutes. Tours both in Finnish and in English. Free entry.</p>	<p>4–4.27 p.m. All Saints' Day Parade from the ferry pier of Suomenlinna to the courtyard</p>	<p>3–7 p.m. Spooky Kekri Steamboat at the Kuntomuseo gym. Reserve your own table info@kuntomuseo.fi. Table price EUR 10. Payment by cash or card.</p>
<p>12 noon–8 p.m. Harvest buffet in Cafe Chapman Reservations: info@chapman.fi / +358 (0)10 841 91 95</p>	<p>5–8 p.m. Horror Stories in the Clock Tower, CI. You have the unique chance of getting to know the hidden secrets of the dark clock tower of Suomenlinna. An intriguing and perhaps even horrifying tale of the spirits of Suomenlinna awaits you in each floor. The clock tower is only open for the duration of the event, which makes this a once-in-a-lifetime opportunity to get to know the dark and closed-off section of Suomenlinna. The spirits await you in the clock tower! Tours start every 15 minutes. Tours both in Finnish and in English. Free entry.</p>	<p>4.30–7.30 p.m. Hallway of Souls and the soldiers' hospital on the corridors of Korppukuivamo and Leipomo. Walk in the mist through the Hallway of Grieving Souls and get lost in the bloody hospital of soldiers to stand at their deathbeds and witness their agony. Enter the hallways from the doors of Tenaile von Fersen and Myllysaari. Free entry.</p>	<p>4–8 p.m. Glass Studio Hytti features glassblowing performances. Glass product in the theme of the event sold only for the duration of the event. Free entry.</p>
<p>2 p.m.–0.30 a.m. Restaurant Klubi 20 The kitchen will be open throughout the day.</p>	<p>4 p.m. – The Alexanders & Richard McCormick's food trucks fill the stomachs of event visitors from 4 p.m. in the vicinity of the Suomenlinna Centre.</p>	<p>3.40 p.m. – Dark Lady-Songs of the Tragic Women of Shakespeare In the Dark Lady performance, a mystical dark lady whom you might know from the sonnets of Shakespeare acts as a storyteller and goes round singing stories of the famous tragedies of Shakespeare. More information from here. The performance goes round Suomenlinna. 3.40 p.m. in the ferry. 4.20 p.m. Suomenlinna Visitor Centre. 5.30 p.m. outside the Rifle Gallery. 6.30 p.m. in Tenaile von Fersen. Voluntary fee. Organised by Helsinki International Theatre.</p>	<p>5–7 p.m. Kalevala Tarot reading in Cafe Fortuna, Hostel Suomenlinna. Come pick the Kekri card from the Kalevala Tarot deck! Each Kalevala Tarot card features a scene from Kalevala. The card you pick will symbolise what you have achieved this year and what kind of success you have the chance of achieving this winter. Picking the card will only take a second—the effect of the card will last throughout the winter. Fortune telling in Finnish and English. Picking a card and having your fortune told costs EUR 5. The cards were created by Taina Riihimäki. He is a certified Tarot Grand Master and has more than 30 years of experience with Tarot cards. He has also written three books on the subject. Taina Pailos has illustrated the cards.</p>
<p>5 p.m.– Richard McCormick's food truck fills the stomachs of event visitors at Suomenlinna Centre, and also in front of the Rifle Gallery, where you will find musical and theatrical pop-up performances.</p>	<p>5–7.30 p.m. 18th century Harvest Tapes party in the Tenaile von Fersen Appreciate the spirits of Suomenlinna and enjoy an 18th century dinner. With some luck, the spirits or our ancestors will join us in celebrating the traditions of the harvest. Price: 11€/plate of 5 tapas for one, 19€/plate of 9 tapas for two, 8€/vegetarian tapas plate for one. Tickets at the door and from the ticket office in Jetty Barracks. Free entrance to Tenaile von Fersen.</p>	<p>5–8.00 p.m. Parlour of Secrets in the Ehrensvärd Museum. Experience the mesmerising atmosphere and have your fortune told. Happy music from the beyond and life of an old commandant's house. Free entry to the museum.</p>	<p>7.43 p.m. Burning of the Kekri buck on the shores of Varvikahti The highlight of the evening comes as we release the spirits of Suomenlinna from their shackles by lighting fire to the Kekri buck and enjoying the glow of the fire in the darkening evening of Suomenlinna. The ceremony starts 7.43 p.m. and lighting fire to the Kekri buck around 8.20 p.m.</p>
<p>8.30–10 p.m. The Ice Cellar After the burning of the Kekri buck, come warm your toes and listen to the artist of the evening, Robin DeWan, and a shaman drummer. The acts start around 8.30 p.m. Free entry.</p>	<p>20.30–00.30 Kekri afterparty in Restaurant Klubi 20 after the burning of the buck. Bone-chilling videos disco starts at 8 p.m. Live music starting after 9 p.m. Free entry.</p>	<p>5–6.30 p.m. Musicians Anni Tolvanen and Linnea Savialo give life to echoes from 18th century Viaporin on the Rifle Gallery yard.</p>	<p>Share your event pictures on social media with #viapornkeksi to participate a prize draw!</p>
<p>Get yourself a Kekri make-up! Make-up in Jetty Barracks from 3 to 5.30 p.m. 5€/make-up/only cash.</p>	<p>6–8 p.m. Band evening in Suomenlinna Studio. Bands: Beter Hoten: Ahopelto & Viitasalo duo from Sima present their psychedelic witchnoise live first time ever. Siletti: Siletti: Ana aka Ilari Laijosto, a figurehead of Helsinki's underground music scene just released his debut solo techno album on a french label I'm a Cliché. As he is known for his ass kicking work with bands like JESSE, K-X-P, Tähtiportti and DJ Candle In The Wind it is sure that his solo live will ride hard. Kalifornia-Kekri: Kalifornia-Kekri is a man with a feeling. You can find him anywhere from synth orchestra JESSE's motorbikes to next generation Finnish hip-hop productions and movie scores. He's solo performances are rare, raw and always unique. Entrance fee 5€/cash only.</p>	<p>6.30–8.30 p.m. Murder mystery dinner awaits you in the Ballast room of Suomenlinna. The spirit of the deceased cannot rest until you solve the murder which has remained unexplained for years. Price EUR 25. Reservations. SOLD OUT.</p>	<p>2 p.m. – Event information point and ticket office in Jetty Barracks, Suomenlinna Visitor Centre entrance hall.</p>
<p>Please note! There's no ATM in Suomenlinna and some of the places accept only cash.</p>			<p>10 a.m.–9 p.m. Suomenlinna Visitor Centre serves visitors until late in the evening.</p>

9.5 Viaporin Kekri program 2016



LAPSILLE/PERHEILLE

2 Pikkukekkrinen, lasten kekrijuhla

14-19 Hostel Suomenlinnassa mm. taa-peronurkkaus, satutuokioita, haamudisco, lapsiparkki. Osa ohjelmasta maksullista.

6 Kotitonttu & Metsätonttu

14.10 ja 17.40 Pirunkirkon juhlasali, yhden näyttelijän seikkailuesitys perheen pienimmille, 5€

6 Ällötyskierros

15-18 Pajasali, MLL:n ohjelmaa lapsille ja lapsenmielisille, ilmainen

9 Mönttilaiva – lasten ihmema

15.15-18 Paarlasihuone, koko perheen osallistava nykysirkustapahtuma. Taideperformanssit 16 ja 17, kesto 7 min, ilmainen

17 Satutuokio – Sagostunder

16 suomeksi ja 16.30 på svenska, Pohjois-mainen kulttuuripiste/Kulttuurkontakt Nord B28, ilmainen/gratis

6 Taikashow

17 Pajasali, 5€/hlö, 15€/perhe, vain käteinen

KAIKENIKÄISILLE

8 Teemakierroksia Sotamuseon Maneesissa

Avoimna 11-18, ”Suomi toisessa maailmansodassa” -kierrokset 12 ja 16, ilmainen

18 Esa Toivasen työhuone B 31

12-20, taidekäsitöitä mm. puusta ja nauloisista, ilmainen

16 Café Creepy & Tarot-tulkintoja

14-20 Myllysali, ilmainen sisäänpääsy, Tarot-tulkinnat alk. 5€, vain käteinen

5 TarinaTeltan jousiammuntaa

14-17 Paraatitentti, 2€, vain käteinen

1 Kekrimeikkausta

14.30-17.30 Matkailuneuvonta C1, 5€, vain käteinen

6 Room Escape ilman huonetta

15-18 Pajasali, seinästäpakopeli, 3€

12 Kekri Market

15-21 Levyhalli B5, käsitöitä, ruokaa ja musiikkia, ilmainen

1 Viaporin Kekri 2016 Avaus

15.15 Suomenlinnan lauttaranta

10 Kekripukin viimeistely

15.45-20 Varvilahden rannassa, ilmainen

15 Kauhujen Kävely Kekri-

spesiaali -kierros, lähtö: Suuri Linnanpiha, 15.45 ja 18.15 (loppuunvaratut)

1 Suomenlinnan asukkaiden

outoja kokemuksia Kellotornissa 16-19 Kohtalona Suomalinna -kirjan tarinoita luettavissa, ilmainen

16 Sielujen käytävä ja sotilaiden sairaala

16-20 Korppukuivaamon ja leipomon käytävillä, ilmainen

12 NORIA bändin keikka

16.30 Kekri Market Levyhalli B5, ilmainen

12 MeriTuuli duon keikka

18.30 & 19.30 Kekri Market Levyhalli B5, ilmainen

18 Sellomusiikkia Ruutivarastossa

19 Esa Toivasen työhuone B 31, ilmainen

10 Tapahduman huipennus ja Kekripukin poltto

20.15-21 Varvilahden rannassa, Villituli-tuliryhmän esitys alkaen 20.15, ilmainen

AIKUISILLE

16 Olutfestivaali

14–23.30 Tenalji von Fersen. Viiden pienpanimon olutfestivaali, jossa tarjolla myös syötävää ja musiikkia neljän bändin voimin. Sisäänpääsy ilmainen, klo 20 jälkeen K18.

6 Swan song – The story of lost endings, HIT Helsinki

14 ja 17.30 Pirunkirkon juhlasali, esitykset englanniksi, 5€

6 Linnan kätkemät, HIT Helsinki

15.30 ja 18.45 Pirunkirkon juhlasali, näyttämöllä kuvitelmia elämästä Suomenlinnassa, 5€

14 Recover Laboratory–Riffle Edition–Installation, K15

16–20 Kiväängalleria, ilmainen

19 Escape the Cape, K15

13–21 Ruutikellari, yli 15-vuotiaille tarkoitettu teemallinen peli, alkaen 7€/hlö, vain käteinen

13 Recover Laboratory–Creutz Edition–Performance labyrinth, K18

16.30–20.30 Kaponieeni Blomcreuz
Vain ennakoon varanneille

3 Murhamysteeri-illallinen

18 Bastion Bistro, 75,00 € (sis. ohjelman ja kolmen ruokalajin illallisen). Tarkista varaus-tilanne suoraan ravintolasta.

8 Kohtalona Suomenlinna

19–20 Kirjaesittely, Bastion Bistro, ilmainen

7 Musiikkia Jääkellarissa

20 Martta Valkeus esittää sello- ja kitaramusiikkia ja **21** Kari Peistamo Jääkellarissa, ilmainen

RUOKA

1 Ravintola Suomenlinnan Panimo

12–22 À la Carte, paikallisia oluita

1 Viaporin Deli & Café

11–20 kahvila-ravintola

3 Bastion Bistro

11–24, päivän annoksia, Murhamysteeri-illallinen salissa 18 alkaen

7 Jääkellari

11–22 kahvila ja taidemyymälä

11 Ravintola Café Chapman

12–22 päivällä Sadonkorjuu -buffet, **18–21** pihalla grilli kuumana

4 Café Vanille

11–19 kahvila

16 Café Creepy

14–20 Myllysali, kekriherkkuja moneen makuun

16 Olutfestivaali

14–23.30 Tenalji von Fersen. Viiden pienpanimon olutfestivaali, jossa tarjolla myös syötävää ja musiikkia neljän bändin voimin. Sisäänpääsy ilmainen, klo 20 jälkeen K18.

12 The Alexanders

15–21 Levyhalli B5

The Alexanders ruokarekka täyttää tapahtumavieraiden vatsoja.

12 Fafa's Smokery BBQ

15–21 Levyhalli B5

Fafa's Smokery BBQ avaa tapahtuman ajaksi Suomenlinnaa pop-up ravintolan.



1 Suomenlinnan **matkailuneuvonta** palvelee vierailijoita aivan HSL:n lautan laiturin tuntumassa sijaitsevassa vaaleanpunaisessa Rantakasarmissa klo 10.00–21.00.

Tapahtuman infopisteet palvelevat tapahtumakävijöitä tapahtumaan liittyvissä kysymyksissä:

Kauppatorilla, lautan lähtölaiturin läheisyydessä 13.00–15.00.

1 Matkailuneuvonnan yhteydessä 14.00–20.00

11 Café Chapmanin aulassa 15.30–20.00

1 **Tourist information** at the fortress can be found at the pink Jetty Barracks building right by the HSL ferry quay. It's open on the event day from 10 a.m. to 9.p.m.

You can find **event information points** from 3 different locations:

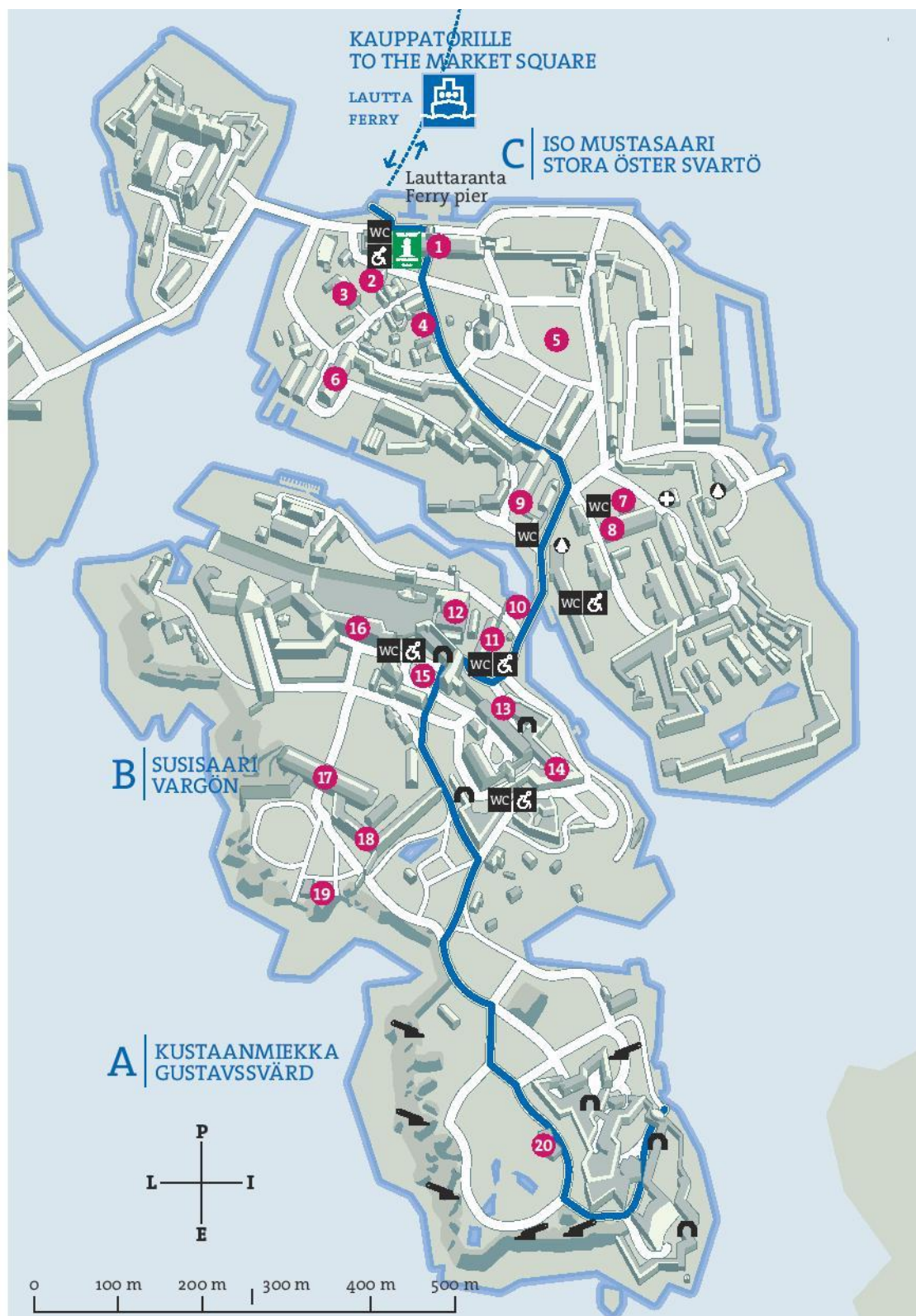
One is in Market Square from 1 p.m. to 3 p.m.

1 Another is by the Tourist information, right by the HSL ferry quay from 2 p.m. to 8 p.m.

11 Third one is in the lobby of Café Chapman from 3.30 p.m. to 8 p.m.

- 1** Matkailuneuvonta | Visitor Centre 10–21
Tapahtumainfo | Event Information 14–20
Ravintola | Restaurant Suomenlinnan Panimo
Viaporin Deli & Café
Kellotorni | Clock Tower
- 2** Hostel Suomenlinna
- 3** Bastion Bistro
- 4** Café Vanille
- 5** Paraatikenttä | Parade field
- 6** Pirunkirkon juhlasali, Pajasali |
Pirunkirkko banquet hall, Pajasali hall
- 7** Jääkellari | Ice Cellar
- 8** Sotamuseon Maneesi |
Manège of the Military Museum
- 9** Paarlastihuone | Ballast room
- 10** Kekri Pukki | The Kekri buck
- 11** Café Chapman
Tapahtumainfo | Event Information 15.30–20
- 12** Levyhalli B5
- 13** Kaponieeri | Caponier Blomcreutz
- 14** Kiväärigalleria | Rifle Gallery
- 15** Suuri Linnanpiha
- 16** Tenalji | Tenaille von Fersen
Myllysali | Myllysali hall
Leipomo ja Korppukuivaamo | Corridors
- 17** Pohjoismainen kulttuuripiste |
Kulturkontakt Nord
- 18** Työhuone Esa Toivanen, Ruutivarasto |
Esa Toivanen's workshop, Gunpowder Room
- 19** Ruutikellari | Gunpowder Magazine
- 20** Kauhujen kävely, kaponieeri Coyet, A6





CHILDREN/FAMILIES

2 Little Kekrinen, children's kekri celebration

2–7 p.m. in Hostel Suomenlinna toddlers corner, ghost disco, little ghosts' care etc. Fee for some programmes.

6 Toadtour

3–6 p.m. Pajasali hall, free

9 Mönttilaiva installation

3.15–6 p.m. Ballast Room, Contemporary art & circus performance for children and for the young at heart, performances 4 p.m. and 5 p.m., duration 7 min., free

17 Satutuokio – Sagostunder

16.30 på svenska, Kulturkontakt Nord B28, gratis (not in English)

6 Magic Show

5 p.m. Pajasali hall, 5€/pp, 15€/ family, cash only

ALL AGES

8 Manège of the Military museum

11 a.m.–6 p.m., free

18 Esa Toivanen's workshop B 31

12 p.m.–8 p.m. Arts & Crafts made of wood and nails, free

16 Café Creepy & Tarot reading

2–8 p.m. Myllysali hall, free entry, Tarot reading from 5€, cash only

5 Archery by TarinaTelta

2–5 p.m. Parade field, 2€/three arrows, cash only

1 Kekri Make-up

2.30–5.30 p.m. Tourist Information C1, 5€, cash only

6 Room Escape without a room

3–6 p.m. Pajasali hall, 3€

12 Kekri Market

3–9 p.m. Levyhalli B5, arts & crafts, food and music by NORIA at 4.30 p.m., by Meri Tuuli duo at 6.30 p.m. & 7.30 p.m., free

1 Opening of Viaporin Kekri 2016

3.15 p.m. Suomenlinna ferry pier

10 Finishing of the Kekri buck

3.45–8 p.m. On the shores of Varvilahti, free

16 Hallway of Souls and the Soldiers' Hospital

4–8 p.m. On the corridors of Korppukivi-vaamo and Leipomo between Tenaille von Fersen and Myllysali banquet hall, free

12 NORIA's gig

4.30 p.m. Kekri Market, B5 Levyhalli, free

12 MeriTuuli duo's gig

6.30 & 7.30 p.m. Kekri Market, B5 Levyhalli, free

18 Music in the mystical Gunpowder Room

7 p.m. musical performance at Esa Toivanen's workshop, B 31, free

10 Event Finale and Burning of the Kekri Buck

8.15–9 p.m. on the shores of Varvilahti, wild fire performance by Villituli group at 8.15 p.m., free

ADULTS

16 Beer Festival

2–11.30 p.m. Tenaille von Fersen. Five small breweries presenting their products with food and music. Free entrance. After 8 p.m. MA18+

6 Swan song – The story of lost endings, HIT Helsinki

2 & 5.30 p.m. Pirunkirkko banquet hall, 5€.

14 Recover Laboratory–Riffle Edition–Installation

4–8 p.m. The Riffle Gallery, free. Note: MA15+

19 Escape the Cape

1–9 p.m. Gunpowder Magazine, A game with a theme. Tickets 7€/pp, cash only. Note: MA15+

13 Recover Laboratory–Creutz Edition–Performance labyrinth

Showtimes **4.30–8.30 p.m.** Caponier Blomcreutz. Only advance bookings. Note: MA18+

7 Music in Ice Cellar

8 p.m. Music performance with cello and guitar by Martta Valkeus, **9 p.m.** Kari Peitamo, free



FOOD

1 Restaurant Suomenlinnan Panimo

Open **12–10 p.m.**

1 Viaporin Deli & Café

Open **11 a.m.–8 p.m.**

3 Bastion Bistro

Open **11 a.m.–12 a.m.**

7 Ice Cellar

Open **11 a.m.–10 p.m.**

11 Restaurant Café Chapman

Open **12–10 p.m.**

Harvest-buffet during day time, **6 p.m.–9 p.m.** also BBQ on the yard

4 Café Vanille

Open **11 a.m.–7 p.m.**

16 Café Creepy

Open **2–8 p.m.** in Myllysali hall. Pop-up café Café Creepy serves kekri-delicates.

16 Beer Festival

2–11.30 p.m. Tenaille von Fersen. Five small breweries from Finland presenting their products with food and music. Free entrance. After 8 p.m. MA18+

12 The Alexanders

3–9 p.m. Levyhalli B5

The Alexanders food truck fills the stomachs of event visitors.

12 Fafa's Smokery BBQ

3–9 p.m. Levyhalli B5

Fafa's Smokery BBQ opens pop-up restaurant to Suomenlinna for the event.

10

Tapahtuman huipennus ja
Kekripukin poltto 20.15–21

Event Finale and Burning of
the Kekri Buck 8.15–9 p.m.



LAUTTA | FERRY

■ Kekri Extra

Kauppatorilta From Market Square	Suomenlinnasta From Suomenlinna
6.20	6.00
7.00	6.40
7.40	7.20
8.20	8.00
9.00	8.40
9.40	9.20
10.20	10.00
11.20	10.40
12.00	11.40
13.00	12.20
13.40	13.20
14.00	14.00
14.40	15.00
15.00	15.40
15.20	16.20
16.00	17.00
16.40	17.40
17.20	18.20
18.00	19.00
18.40	19.40
19.20	20.40
20.20	21.00
21.00	21.20
21.40	21.40
22.20	22.00
23.20	23.00
0.00	23.40
0.40	0.20
1.40	1.00
2.20	2.00



Suomenlinna matkailuneuvonta Rantakasarmissa **10–21**
Tourist Information at the Jetty Barracks **10 a.m.–9 p.m.**
+358 29 533 8410
info@suomenlinna.fi, www.suomenlinna.fi
www.facebook.com/Suomenlinna
<http://instagram.com/suomenlinnaofficial>

