

## **Multicultural Staff Event in HUONE**

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<p>Workplace wellbeing is crucial to the performance of almost any company, but particularly necessary for a company that prides itself on their excellent customer service. Events and meetings company, HUONE, is keen to ensure the wellbeing of their multicultural staff. This thesis was commissioned to produce a staff event for HUONE Staff. At the time of the commissioning one of the authors worked for the company full-time and the other half-time. Now both authors work for HUONE Helsinki full-time.</p> <p>The aim of the study was to increase the knowledge about workplace wellbeing in HUONE, to apply the insights to create an event plan for HUONE Staff Events and to execute that plan. Further goals were to evaluate the applicability of Event Canvas in designing staff events to improve workplace wellbeing and to analyze the staff response to such events.</p> <p>The theories and tools used included the Event Canvas, the Four Realms of Experience and the Experience Pyramid. Questionnaires pre- and post-event for the staff event participants and semi-structured interviews of the commissioning party were used along the theories to gather data and to evaluate results.</p> <p>As a result of the study a four-day staff event was held in January 2018. The answers to the questions and the final interview with the commissioner were analyzed during the Spring 2018. The project went on hiatus for almost a year and was picked up again in the beginning of the 2019. The thesis was written during the Spring of 2019. The product and process are presented in the thesis with the questionnaires, theories and tools used.</p> <p>According to the surveys the staff of HUONE was satisfied with the staff event. The surveys also provided the authors and commissioners valuable data about the staff wellbeing and demographics. The main tool, Event Canvas, proved to be effective but exhaustive tool for events of this scope and purpose. Supplementing it with other tools proved to be effective way of designing events of this type.</p> <p>It seems that organizing events of this type can improve the workplace wellbeing, but more research is needed to evaluate the real value of the impact of such events in practice.</p>	
<b>Keywords</b> Event management, event canvas, experience, workplace wellbeing, multiculturalism, empathy map	

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# 1 Introduction

The event industry is blooming and there is a demand that needs to be answered. The event industry is shifting from the more traditional setting to a more creative concept (IACC Meeting room of the future report 2018). More tools have been introduced to ensure the success of the event and even the physical amenities have taken a step up to challenge the traditional white room, long table- setting.

Events industry is a people's industry. Events require a lot of attention from the process in whole to the very minor detailed tasks, both being equally important. Events by nature are high pressured and fast paced and they require a team that can respond to different needs under different event characteristics such as team meetings, team build-ups, kick offs, annual celebrations and customer seminars to name a few. Human resources are the most important source for the company to deliver a successful event and potentially gain a returning customer.

Both authors are currently working for HUONE Helsinki Oy which provides creative and innovative meeting venues and rooms for companies and private events. The authors became interested in the employee satisfaction, work wellbeing, equality and happiness due to the growing number of multicultural employees and the scaling of the start-up company into a global event company.

The authors wanted to create and execute a Christmas party for the HUONE team. During the start of the project there were two separate units operating under the mother company HUONE International: HUONE Jätkäsaari team in charge of operating Jätkäsaari unit and hosting events and HUONE International responsible for scaling the company into a bigger local and global events company.

The aim of this project is to establish a framework for HUONE for creating meaningful events for multicultural workforce, that works as a bonding experience for the employees, too. The authors and the employer are interested in the multicultural backgrounds, employee happiness, wellbeing, equality and trust amongst employees and the employer. Authors reviewed the five steps of work wellbeing that are psychophysical, safety, belongingness, esteem and self-actualization (Rauramo 2009). They represent a staircase of levels that should be fulfilled in order to create better work wellbeing. After that, the authors implemented that theory to the company to find out what the company is already doing for employee wellbeing and what still needs to be reviewed closer to increase work wellbeing.

As a theory base the authors will be using event canvas (Frissen, Janssen & Luijter 2016) as a frame for the project. They will be combining the event canvas with relevant add-on theories from experience realms (Pine & Gilmore 2011) and experience pyramid (Tarssanen & Kylänen 2007).

The first part of the thesis is theoretical, going through the company, background, objectives, methods and definitions. The second part is a literature review and concentrates on explaining used theories. Third part is the planning and executing the event and fourth part discusses the results and summaries the project. The project itself can be found in the appendix number 2.

### **1.1. Objectives**

The objective of this product-oriented thesis is to establish a framework for creating a meaningful and memorable staff event for the employees of HUONE Jätkäsaari and HUONE International.

This thesis aims to achieve the following objectives:

1. to increase the knowledge of the authors and the commissioning party about workplace wellbeing and about the role of experience in enhancing it
2. to discover if Event Canvas offers a sufficient and appropriate tool for planning a staff event
3. to apply the insights gained from fulfilling the previous objectives to create an event plan for HUONE Staff Events
4. to find out how the event plan worked and to adjust HUONE Staff Events according to the results.

The findings of this thesis are a contribution to the wider application of the Event Canvas, and workplace events and their frameworks. During the implementation of the planned event, we shall also get an insight on the demographics of HUONE employees, their cultural background and on their opinions about current work environment. When understanding the strength of the company, we must also understand the people working there. Understanding and respecting everyone's origin creates understanding of the team and its skill sets and functionality. This is why it is crucial to HUONE to understand and pay attention to the employee's different cultural backgrounds. To be able to manage multicultural teams we must first understand that it is not a homogeneous act but varies in different cultures (Robertson & Fadil 1999, 385-386). Workplace satisfaction needs to take

into consideration both the physical and mental wellbeing (Morgan Lowell 2019) so companies can understand a complex and vast field of workplace satisfaction and workplace wellbeing. The authors believe this thesis topic will be highly relevant to the discussion about Finnish workplace wellbeing, as well as to our commissioners in the midst of structural and work culture changes.

The project touches multiculturalism and wellbeing of the employees. The end product was the staff event that was held on 5.-8.1.2018. Our goal for the event was to create both, a shared experience that bond the team closer together and to create activities that all staff members from different cultural backgrounds could enjoy. During the staff party we wanted to focus on the employees immersing into the experience, becoming a co-creator of the events and eventually connecting with the other participants (Pine & Gilmore 2011).

Due to the fast-paced industry and locally and globally growing company, our thesis was unfortunately postponed for a year. The authors needed to concentrate fully on the unit, its operations and its scaling in Helsinki area. To secure optimal work and life balance as well as possible, it was jointly agreed to delay the thesis and graduation. This was necessary for both of us to concentrate on work, the thesis and also secure time for private matters.

## **1.2. HUONE as a Commissioning Party**

HUONE was founded in 2012 and it was the brainchild of a Malaysian woman Evon Söderlund who co-founded HUONE with a Finnish man Jussi Söderlund. When HUONE opened its doors to the public, it became the first events hotel in the world. HUONE concept is to host and facilitate events and meetings in creative rooms and provide a place that functions similar to hotel - offering all possible services that a hotel would have, expect beds and possibility to stay overnight.

With a unique concept that was not yet known either locally or globally, it was hard to bring HUONE to the event industry. Located in Jätkäsaari that was under major construction and with no money towards marketing, it was hard to take HUONE to the public crowd. Customers did not find HUONE and onsite construction cost almost double than anticipated resulted almost in bankruptcy.

Despite the hardship, today HUONE has hosted over 5000 events and won 7 awards. In years 2014 and 2016, it was selected as the best venue in Finland and in 2018 the best

small multicultural company. HUONE was also nominated and short-listed in the small company category in Best place to work- gala.

In 2015 HUONE Jätkäsaari opened a second floor to meet the demand to host bigger meetings and events. HUONE Jätkäsaari is now 2200 square meters big venue with 12 differently themed innovative meeting rooms, a dining hall, terrace, lounge and two full bars.

In 2017 after researching HUONE's potentiality in global meeting, incentive, conference and exhibition markets, it opened a second unit in Singapore - one of the most important meeting cities in the world (UIA report 2018). After only 4 months into operations, Singapore unit became profitable, proofing that HUONE concept suits the global MICE markets. Founder Evon Söderlund is describing the future work culture in her following statement:

“Where and how people will work in the future, will change dramatically. Past years trends such as co-working spaces, face to face-meetings and globalization have strengthen our believes that there indeed will be a need for spaces for hosting an event or a meeting. We want to support the trend and create inspiring meeting venues in a global level.”

HUONE has an ambitious goal to be among the 10 main meeting cities around the world in the following years. HUONE's newest unit opened in the centrum of Helsinki in October 2018, making the goal of 10 units to become even more realistic.

In August 2019 HUONE will add another unit to its collection, opening a 4000 square meter event space in Kastrup, Copenhagen, Denmark. This addition will take HUONE once again closer to scaling its business worldwide, introducing HUONE to new cultures and meeting cities.

### **Company culture and HUONE employees**

HUONE Helsinki vision is: “HUONE delivers excellent customer experience by combining customer and employee happiness”. HUONE's company policy and culture has always taken into consideration the comprehensive traits of multicultural workforce. Having a Finnish and a Malaysian founder, it is only natural that the international work culture carries on in the operational and managerial field.

HUONE Group has a total of 28 full-time staff members working for the company in Finland and another 10 employees in Singapore. The staff working in Finland alone can speak 18 different languages. This describes well the diversity of the team.

HUONE Jätkäsaari has a team of 10 full-time members and a handful of part-timers, extras and interns. In the same premises operates HUONE International that consists of 10 employees with multicultural backgrounds. HUONE International is in charge of HUONE's globalization and is working towards expanding the company and making it even more multicultural.

HUONE Kamppi is the newest addition to HUONE group and opened its doors in October 2018. With the new unit HUONE started cooperation with Aberdeen Standard Investments. HUONE Kamppi has similar structure to HUONE Jätkäsaari but differs due the structure of the operational change. In 2018 HUONE launched "Powered by HUONE" which means that HUONE is not only operating the company but the building too. This means that for example Kamppi runs the reception service for the whole building and the services that HUONE provides to its customers are also available for the tenants of the building. By creating services to the building, it creates more value to the tenants. Kamppi operates with eight full-time staff members and occasional extras and interns.

HUONE will open its fourth unit in Copenhagen in August 2019. It is the biggest one for HUONE and with that addition it will also shape the operations to a larger scale that HUONE has yet experienced.

As a reflection from the time of the staff event to the current status, HUONE has welcomed new staff members from Latin America, Iran and Russia. These changes naturally affect our upcoming future events but did not affect the prototype staff event that was held in January 2018 (reported in this thesis).

It is important to keep the heritage of the Asian culture alive since the company story is strongly based to Group CEO Evon Söderlund's story and her origin from Malaysia. HUONE Jätkäsaari's Asian-Finnish fusion kitchen serves the company a competitive advantage too. Food made by Asian trained chef has been praised from day one exceeding customer expectations and collecting plenty of positive feedback in our NPS (Net Promoter Score) questionnaires. It serves a delightful and original take on Asian culture in a Finnish environment, binding two different cultures seamlessly together and welcoming more cultures to join in.



HUONE's company values are people, planet and profit. This means that the whole world is its community and taking care of others like family members is part of the company's core values. Mixing cultures and creating a working concept in the events industry serves not only the customers but employees too. Being able to bring part of home to a foreign country not only appreciates the employees' origin, but also educates both customers and employees. HUONE believes that employee satisfaction is created when the employees are free to express their feelings, bring out their origin, background and age, and able to express their unique characters.

In HUONE, the multiculturalism is not only shown in the stated value but also in the events that are thrown by the company, both in the business operations and the staff events. HUONE celebrates Chinese New Year visible to the customers, bringing home closer to Asian employees. HUONE also celebrates annual crayfish party known in Finnish culture, by throwing a party for staff employees and their loved ones. These are not only few ways of showing the importance of every single employee, but a celebration of a cultural melting pot, too. HUONE values diverse cultural background and variety in other segments such as age and religion too.

### **1.3. Research Methods and Process**

This research was made mostly by using qualitative methods as the data we were most interested in was qualitative in type. Further information about the theoretical background was collected by a secondary research with existing literature on event planning, multiculturalism and job wellbeing. Quantitative research methods were used in specific planned questionnaires to the event participants before and after the event. Also, semi-structured interview with the commissioning party was used to plan and to evaluate the event.

The authors used secondary research, or desk research, to find already existing relevant data about the topic. Secondary research does not often answer to a specific question, but it can provide plenty of useful information on what to do and what to avoid. Our aim was to review previous research findings to gain a broader understanding of the field. To get a better understanding we used two different secondary research techniques: external and internal. (Juneja 2019.) Internal research was an easy starting point because much of the information we needed had already been generated by the commissioning company operations and previous staff events. As secondary sources we used online sources and databases, but also visited libraries and received guidance and help from our thesis coordinator.

Qualitative research collects, analyses, and interprets data by making an observation of how people act or what they say. The findings appear in a qualitative or non-standardized form. (Burns & Bush 2014, 235.) To gather qualitative data about our study topic the authors used semi-structured interviews both in the early and late stages of exploring the research domain. Semi-structured interviews were used to collect focused, qualitative textual data. The method provided “a balance between the flexibility of an open-ended interview and the focus of a structured ethnographic survey” (McCammon s.a.). The authors chose to interview the commissioning party before and after the event. Both interviews were held in semi-structured style; the authors had a list of ready formulated questions, themes and prompts, but the interview was informal and conversational in style. The authors also had the opportunity to contact the commissioning party along the research process to get further insights and recommendations for the event. The interviewing process, questions and the results will be further discussed in chapter 3 and appendix 2.

Quantitative research is defined as systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical or computational techniques (Vogt 2011). Quantitative research gathers quantifiable information that can be depicted in the form of numbers. The role of quantitative research was relatively minor in our study. Quantitative research methods were used as a part of our questionnaire, which incorporated some quantitative questions and are discussed in more detail in chapter 3 and appendix 2. After all, collections of statistics and number crunching are not the answer to understanding meanings, beliefs and experiences of the participants, all of which are better understood through qualitative data.

To better collect data about our participants and their opinions, we decided to conduct a survey about their expectations on the event. We created a questionnaire for the participants to fill before and after the event. The questionnaire was web-based and included questions about the respondent’s background, position in the company, expectations for the event and a short section about culturally biased beliefs. The questions will be further explained and the answers analyzed in chapters 3 and 4.

In general, questionnaire is a collection of written or printed questions with an answer choice made to conduct a survey. The benefits of using a questionnaire include: 1) time for the respondents to consider their answer, 2) low cost, 3) standardizing and uniformity for easier interpreting (and the possibility to use data mining tools) and 4) overall efficiency. (Gilham 2000, 5-8.) But as with any other research tool, questionnaires have

disadvantages, too. These include: 1) difficulties in obtaining a good response rate, 2) no opportunity for follow-up questions, 3) they can only produce answers to questions asked and 4) bad design and misunderstandings can lead to misleading or fruitless answers. (Gilham 2000, 8-13.) The first disadvantage refers to the anonymity and impersonal style of questionnaire. The three following disadvantages are closely linked. The standardizing and uniformity mentioned as an advantage can also turn against the research if the questions asked are negligently designed. In general, questionnaires can be productive instruments for efficient collection of specific kinds of information. They are not, however, a comprehensive means of evaluation and should be used to support and supplement other procedures.

The research process was divided into four phases. These phases echo the three-part classification of event planning process presented by Dowson and Basset (2016, 22) with preparation, planning and post-event. The need to shape up a framework for the commissioner and to report the process and findings for academic gain have created the fourth and final phase for our process.

At the first phase we planned our research project by defining the objectives and securing permission from both our commissioner and our academic institute for the event and the study. We collected information on different event management tools and chose our theoretical framework. The second phase of the research process consisted of the actual planning of the event with the help of the results from the literary review and our chosen theories and tools. These two phases were completed during the autumn of 2017. The actual execution of the event happened in January 2018 as a four-day event. The days leading up to the event were spent concentrating on the practical arrangements of the events as were the days after the event with clean-up and de-briefing duties. After collecting the answers to the questionnaires and analyzing them, the research process halted and went on hiatus for a year. During this period HUONE as a company went through several changes with enlarging scope of activities both domestically and internationally. The project was picked up again in the beginning of the year 2019 and the final, fourth, phase of reporting and evaluating started. The product timeframe, the thesis timeframe and methods used will be further discussed and explained in chapter 3.

#### **1.4. Key Concepts**

In this subchapter, we shall define the important key concepts for our study. As described in the introduction section, the study has a focus on event management. Thus, at the beginning, the key concept of event and specifically event management will be introduced.

Furthermore, the study focuses on multicultural workforce and the wellbeing of the employees. Hence, the key concept of multiculturalism with job satisfaction are discussed. Additionally, the study focuses on events as experiences. At the end we will define what an experience is and discuss how it can be designed.

## **Event**

An event is a kind of prearranged social activity or function by most of its dictionary definitions (f.ex. Collins English Dictionary). Many have sought to add more qualifiers and details to this definition and some have taken the opposite route by baring it down the most simplistic form. Dowson and Bassett give out a solid definition by stating that an event is a planned, temporary and memorable gathering (Dowson & Bassett 2015, 10). Their definition takes into account the essential aspects of an event: the need for purposeful human creation, starting and finishing points and the more ambiguous significance for the participants. Frissen, Janssen & Lujer (2016) define event in their glossary as “ any gathering of two or more people of groups of people” (Frissen& al 2016, 194). They go on deeper in the preface of their book by giving events two clear attributes. Firstly, event requires more than just one participant. Secondly, events require people involved to have something at stake. The participants choose to be part of the event because they feel it is more important to be involved than it is to not. (Frissen, Janssen & Lujer 2016, 18.)

The nature of events varies greatly in several ways and a variety of different typologies have been created to classify them. Events have been categorized for example by their purpose, size and location (e.g. Raj, Walters & Rashid 2013 have eight categories, Bowdin et al 2012 only three and Shone & Parry 2013 four). Even though categorizing events and studying their differences furthers our understanding of events, it must be remembered that a strict categorization may be misleading as an event can belong to several groups at the same time (Shone & Parry 2013, 7).

## **Event management**

The Cambridge Dictionary defines event management as being “the job of planning and managing large events such as conferences, trade shows, and parties” (Cambridge Dictionary 2019). Dictionary definitions specifies the events to be managed as large, but also small events require management just as well. The importance and purpose of an event (and the need of management) is not dependent on the size. Event manager and speaker Steve John-N has defined the concept as such: “Event Management is the process of creatively applying necessary professional skills in organizing a focused event for a target audience to achieve a desired objective” (John-N 3 March 2015). This

definition takes into account the ever-changing situations and conditions event manager encounters, and the objectives and focus that must be maintained throughout the process.

It should be noted that event management is not synonymous with event planning. Event planning is the logistical part of the event management process that deals with permissions, budgeting, scheduling, catering etc.

### **Multiculturality**

Another relevant concept for this study is multiculturality. It refers to a view in which cultures, races and ethnicities, and in particular those of minority groups, deserve special acknowledgement of their differences within a dominant political culture. (Eagan 2015.) Multiculturalism is complex phenomenon which has political, social and cultural aims and consequences. Defining multiculturalism definitely can be difficult due to the fact that the concept changes frequently. At its best multiculturalism includes the views and contributions of diverse members while maintaining respect for their differences. In this state the differences between different members of the group are considered to be advantages and “a richness” instead of a hindrance or a point of contention. (Kymlicka 2012, 3-6.)

HUONE’s staff can best be described as multicultural. As mentioned earlier, our staff members come from very different backgrounds, speak multiple languages and have been used to different work environments. According to the company ethos, acknowledging this variety and respecting it is vital to our success.

### **Wellbeing at work**

There is more than one definition for wellbeing at work. Wellbeing at work is an individual experience related to employees feeling of contentment and ability to fulfil their desires and needs at work. To maintain high levels of employee wellbeing the employer should ensure that work is safe, healthy and pleasant. Wellbeing at work increases productivity and commitment to the job and reduces incidents of sick leave. It stimulates motivation and professionalism at work and helps with coping at work. Therefore, the employee wellbeing is linked with work productivity and with the performance and reputation of the employer organization. (STM 2019, Wellbeing at work.) The workplaces that rate high with wellbeing at work have also high levels of job retention, are more effective and can offer better customer service (ILO 2019).

There are many factors that affect the employee wellbeing. The quality and safety of the physical environment is as essential as is balanced workload and stress level. Work

should also offer opportunities for advancement and further development. The work culture and atmosphere at the workplace should be based on respect from co-workers and include open and dialogical relationship with supervisors. The workplace should also offer a financial reward that is considered fair, understandable and adequate by the employees. (ILO 2019.)

### **Experience**

In English “experience” (a knowledge or skill gained or something that happens to you that affects how you feel according to Cambridge Business English Dictionary 2019) can be used both as a noun and a verb with different meanings. Academic research has accordingly found the task of defining what an experience is a complicated task because of the multiple elements and its individualized nature. (Konu 2016, 25.) According to Tarssanen and Kylänen (2007) these difficulties have made some researches to adopt the term “meaningful experience” for a multisensory and compelling emotional experience that can lead to a personal change. That leaves “experience” to stand for the observation of environment and living through a certain set of events. (Tarssanen & Kylänen 2007, 105.) In this study we use both words interchangeably but with the meaning of a meaningful experience.

A much-cited definition for experiences is by Pine and Gilmore (2011) “an experience is a staged, memorable set of events that is rich with sensations, engaging the guest in a personal way”. Pine and Gilmore’s definition is probably one of the most utilized definitions in event and experience management. What makes Pine and Gilmore’s definition useful is its claim that experiences can be designed to have a certain effect on the experienter. The strong economic background and connection to another much-used theory by Pine and Gilmore, the Four Realms of Experience (presented in chapter 2), make this definition very useful. It is also easier to grasp and put into practice than the definition given by Tarssanen and Kylänen. According to them experience should be defined as a multisensory, positive and comprehensive experience that is both conscious and psychological and may lead to a personal change for the experienter (Tarssanen & Kylänen 2007, 103).

Experiences, their crucial role and the process of creating them have been at the forefront of any discussion in the event industry during recent years. Anything and everything have been productized into experiences and indeed experiences are also what the event creators are expected to provide to all event participants. As Pine and Gilmore claim, providing experiences can add value to other offerings and thus make events more

profitable. The memorable nature of experiences ensure that participants will spread the word and help attract new participants. (Pine & Gilmore 2011, 30.)

## **2 Events, Experience and Workplace Wellbeing**

In this chapter we will present the theoretical framework of the study. The theories have been chosen through comparing the most popular theories used in literature and evaluating them against our subject matter. As our objective was to create a framework for future staff events and to help improve the cohesiveness of our multicultural workforce, we have chosen theories that offer most support for the creative and transformative aspects of the events.

First, we will present our main theory and its tools of event management, the Event Canvas (Frissen et al 2016), and then move to other theories of experience management. Event Canvas is the most holistic and practical of the experience management theories and it offers step-by-step instructions for the event planner from brainstorming of possibilities and analyzing participant needs to evaluate the success of the event. Within the framework and process template the Event Canvas offers us; we are using other tools to finetune our event. The Four Realms of Experience (Pine & Gilmore 1998) and the Experience Pyramid (Tarssanen & Kylänen 2007) are both tools that have helped us to understand the nature, purpose and objectives of our event. After the experience management, the authors will discuss employee wellbeing, the goal of our event, and why it is so important to companies. Lastly the authors will present the project management tool that was used in this thesis.

The theories used in this study will be explained below in the order that they are used in the event planning process. In later chapters we will examine how each theory was utilized in each stage of the event creation and management process of this particular study. Lastly, we will gather up our experiences as event managers and the data about the experiences of our event participants and commissioner and also evaluate the results.

### **2.1 Event Canvas**

Despite events being one of the most effective tools for marketing, motivation and changing behavior, for a long-time event professional had no way of measuring the direct impact of the events in terms of sales. (Frissen et al 2016, 8-9.) Our chosen main theory for this study, the Event Canvas, seeks to answer to this deficiency. It argues that too much focus has been put on logistics to the detriment of strategic thinking.

Event Canvas is a framework and tool for designing more effective meetings. The creators, Roel Frissen, Ruud Janssen and Dennis Luijter, argue that the best results for an



event do not come from focusing on the logistics on the event, but rather from concentrating on the abstract needs of everyone involved. An event is successful if it results in a change in behavior. The problem is that this desired change is very elusive concept and hard to structure and quantify. To make that change visible and concrete is the core purpose and value of the Event Canvas. (Frissen et al 2016, 17.)

The first prototype of Event Canvas was launched in 2013 and next year it was shared under the Creative Commons 4.0 license in order to facilitate its distribution and adoption across the globe. (Frissen et al 2016, 198-199.) The handbook and online resources were published in 2016, but the work to improve and enhance the method's abilities has not stopped. Co-contributors, such as the father of Empathy Map (discussed in following subchapter and presented in appendix 2) Dave Gray, and users around the world continue to adapt, update and polish the method even further.

In addition to being one of the most recent methods in our field (and indeed one of the few methods in the field that mostly deals with tools and practical tips) the Event Canvas has many distinct advantages for a collaborative and practical study such as ours. First one is visuality. Event Canvas is a highly visual method that allows greater transparency in process with easy sharing, commenting and involving abilities. The visuality also helps to maintain direction and streamlining the thought process. Secondly, Event Canvas helps us to see behind the logistics and execution of an event. It helps the creators to identify and articulate the underlying principles that should guide all event planning. By following the Event Canvas method, also the elusive aspects, such as subjective experience, abstraction of behavior and journey of behavior change, can be identified and addressed for desired results. (Frissen et al 2016, 24-25.)

In addition to creating a process for event design and management, the Event Canvas is comprised of several tools and resources to guide the process. These include, e.g. the Event Canvas itself, Empathy Map, case studies and several templates. Of the apparatus offered we have chosen the most relevant for our study. The tools will be discussed in the next subchapter and their practical applications presented in chapter 3.

### **2.1.1. How Event Canvas works?**

As mentioned earlier our methodology for this study, The Event Canvas, covers several tools for event management. The most important and essential of those tools is the event Canvas itself. The canvas form provides visual platform through which the different ideas to create value can be easily shared and commented on.

Event Canvas is divided into 14 elements or blocks (see figure 1). The clear structure and existence of separate blocks are to ensure that no aspect of the event planning, management and the event itself will be forgotten in the process. The blocks outlined in Frissen et al 2016 are as follows:

1. **Entering behavior:** what a stakeholder says and does prior to the event. It is important to note that entering behavior does not refer to the behavior of a stakeholder walking into an event, but their behavior outside and without the event. This block seeks to understand who the stakeholders in their everyday life are. Questions to be answered in this block are e.g. how stakeholders interact with others, what are their public attitudes, what is their knowledge level. In trying to understand the stakeholders one should not describe any individual behavior, but rather concentrate on the commonalities within stakeholder groups. (Frissen et al 2016, 43.) Both entering and exiting behavior (block number four) have long been part of a consumer behavior studies. Other similar tools are e.g. personas (archetypes built after observation of potential customers) and character profiles (brief descriptions of the potential customer). (Service Design Tools 2009.)
2. **Pains:** Issues and situations that make the stakeholder feel negative or fearful. This block represents the fears, worries, frustrations and obstacles that the stakeholders deal in their ordinary lives. As the Frissen, Janssen & Luijter state, pains are the “thoughts and feelings that keep people from doing something, personal circumstances that block change and that preserve status quo” (Frissen, et al 2016, 45). It is also worth noting the hierarchy between different pains, some are more critical than others and should be treated accordingly.
3. **Expectations:** the assumption or supposition of what the event will be like. This block is perhaps one of the most self-explanatory of all the boxes. It should contain the interpretations of outside information that make the stakeholders expect certain things from the event. The outside information might come from several sources, such as previous experiences, word-of-mouth, social media and the marketing message of the organizers. The expectations are a very crucial part for the organizers. Stakeholder expectations can only be met and exceeded by knowing them first.
4. **Exiting behavior:** what stakeholder says and does as a result of having participated in the event. In this block the event creator must consider what new skills, knowledge, connections or even attitudes the stakeholders have acquired by participating in the event. The block should describe the desired behavior of the stakeholder after the event.

5. **Gains:** what stakeholder dreams about or aspires to. As the earlier block considered the negative feelings of the stakeholders, this block describes the positive outcomes and benefits. These might be very practical or more intangible in nature. Completing this block gives the creator more insights into the stakeholders' motives.
6. **Satisfaction:** the degree to which expectations have been met or exceeded, or to which the event has fallen short. This block is the positive end result of the previous box of expectations. Satisfaction can be hard to accomplish as bad experiences and disappointments are much more readily shared and articulated than good ones.
7. **Commitment:** the (in)tangible investment the stakeholder makes in time and effort. This block discusses what the stakeholder is sacrificing in order to commit to the event. This commitment often takes the form of time or energy. In order to participate in the event, the stakeholder must use resources and be away from other pursuits. Understanding the trade-offs and compromises the stakeholders must face is crucial for the event creator.
8. **Return:** what the stakeholder wants to obtain as a result of having attended the event. In order for the stakeholder to feel that their commitment to the event has been justified, they need something in return. This block is necessary in delivering gratification quickly and focuses on the short-term output of the event.
9. **Cost:** the fixed and variable expenses associated with the event for a specific stakeholder. This box is rather simple, it represents the financial expenses any stakeholder might have as a result of the event. When considering this box, it is important to note the interconnections between the stakeholders: the cost of one stakeholder might be a source of revenue for another.
10. **Revenue:** the financial income or yield of the event in monetary terms of the event for a specific stakeholder. Revenues are the other side of the costs. As well as costs, they are financial, or related to financial opportunities, and relevantly linked to this event. It is also important to note that some events and some stakeholders may not have any revenue streams.
11. **Jobs to be done:** e.g. functional, social or emotional tasks that the stakeholder is trying to complete. The tasks can also take the form of problems to be solved or needs to be satisfied. Some of these jobs can be crucial and others trivial. Getting a good grasp of this box is important for insight into what tasks need to be handled first. This box is based on the JTBD-technique as a part of the Customer-Centered Innovation Map presented by Lance Bettencourt and Anthony W. Ulwick in 2008. The framework seeks to understand how and why people are using certain products for the first time (what jobs they are trying to get done) and how

designers can predict what products they will or won't use in the future.

(Bettencourt & Ulwick 2008.) In similar way brainstorming the jobs the events stakeholders want to accomplish, helps the event designer to understand what new experiences to offer or needs to satisfy.

12. **Promise:** the “gift” that attracts stakeholders to an event. This block can be hard to grasp the meaning of. The creators suggest envisioning the promise as a short tweet or a movie tagline. This concise message to the stakeholder should also present the basic input for the marketing message and ideally be the same for all stakeholders.
13. **Experience Journey:** the chronological interactions someone has before, during and after an event. Experience journey is created by the cumulative moments of interaction that build the experience for the stakeholder. Each stakeholder has their own unique journey, but with careful designing and sketching the overall tone and memorability of the journey can be planned and managed. This block was called customer journey in older versions of the Event Canvas. Customer Journey Mapping is a well-established service designing tool that has been in use for several decades. It could be described as a story created to provide insights into the customer's journey through the service, experience or other product that is under the designing process. It is not designed to represent an accurate picture of the reality with all its nuances, but rather a template or description of a typical experience. (Boag 5 March 2019.)
14. **Instructional design:** the way in which the event enables the stakeholder to learn specific skills, acquire knowledge, or develop a desired attitude. In short, what needs to be learned and how the learning is best accomplished. The events creator must consider what are the key learnings of the events and which method, format and interaction might be the best and most effective way for the different stakeholders to retain those.

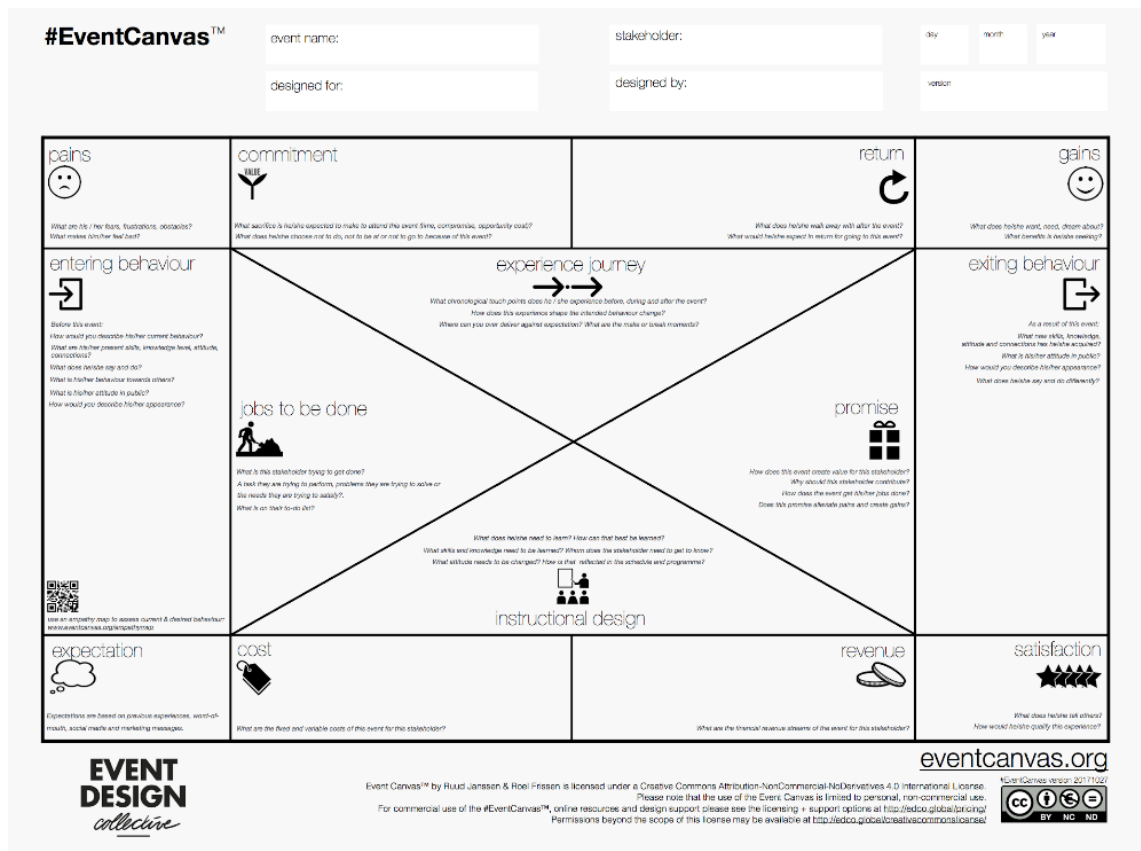


Figure 1: The Event Canvas as presented by the Event Design Collective (Event Design Collective 2019).

In order to put the method into practice, one needs to be aware of the Event Design process that the Event Canvas was created for. Without the process the canvas is in danger to become just a checklist for a superficial task accomplishment. The two basic principles of the Event Design are firstly, that a successful events changes behaviour, and secondly a successful event is designed for more than one stakeholder. (Frissen et al 2016, 78-81.)

More important than the 14 boxes of the canvas are the order of the stages that need to be properly executed before moving to the next phase. As making the abstract more concrete and shifting the focus towards the underlying principles of any event is a key value for the Event Canvas, it argues that the planning process should start with defining the purpose of the event before moving to the practicalities. The suggested order of the process follows this principle in starting with the abstract, following to preconditions and only at the last step concentrating on the material event.

The process of Event Canvas is comprised of three phases called change, frame and design. The first two stages can be taken as a linear step-by-step instruction on the

planning process where each completed step (or a block on the canvas) provides more information and a mounting block for the next step. The final phase differs from the previous stages as it can be seen more as a creative and iterative process. The event designer must draw from both previous phases as well as find inspiration from outside the canvas to finalize the last blocks of the process.

## Change

Identifying and understanding our stakeholders is fundamental for an effective event and, unfortunately, often done poorly. The stakeholders are those who have a stake in making the events happen. The creators suggest thinking about who can pull the plug in the event, without whom the event will not happen and whether this stakeholder might be a target group. (Frissen et al 2016, 81.) After identifying the stakeholders, the process can move on to analysing them.

The first phase of the Event Design process is change. It consists of six related boxes: three on the far left and three on the far right of the template (see Figure 2). This phase represents the way stakeholders enter an event (on the left) and exit an event (on the right). Finding out what the stakeholders want and articulating the change the event should produce in the stakeholders are crucial steps in event planning and should be among the first tasks. (Frissen et al 2016, 38.)

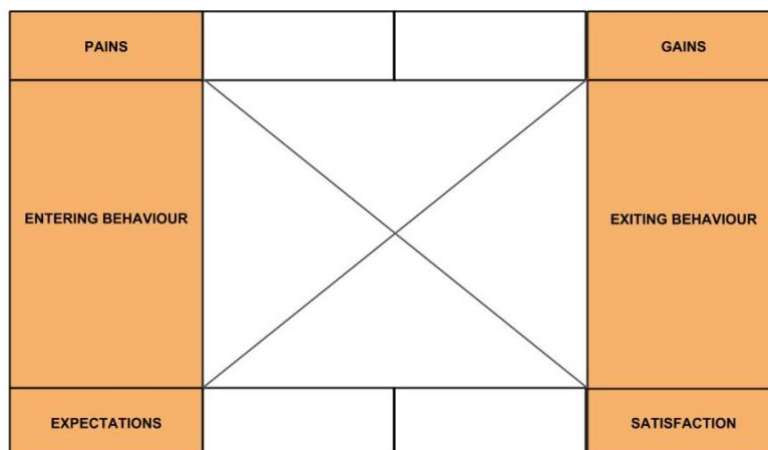


Figure 2: The Change Phase of the Event Canvas (adapted from Frissen et al 2016).

To ensure that we understand what power and interests each stakeholder has, we need to exercise empathy. The focus of designing an event should be on the user/participant after all, not on logistics or execution. The user-centric approach can be more difficult to implement than estimated. (Frissen et al 2016, 25.) To help with this task the creators of the Event Canvas have incorporated another tool into their event designing toolkit. The

Empathy Mapping Canvas is an essential tool for the change phase and helps with deeper understanding of and anticipating the stakeholders' needs. The Empathy Mapping Canvas will be presented and further discussed in appendix 2 and the results in chapter 4.

### Frame

The second phase, frame, consists of six boxes between the stakeholder entering and exiting states. These are commitment, return, cost, revenue, job to be done and promise. Frame represents the reality and limitations of the event and works as a boundary area for the design process.

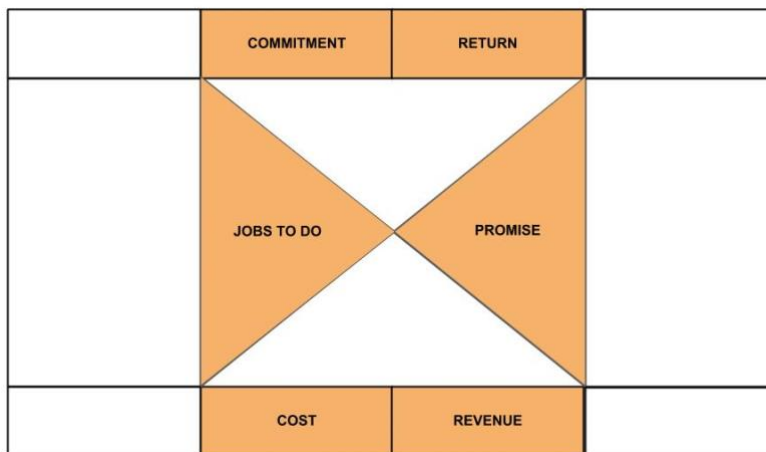


Figure 3: The Frame Phase of Event Canvas (adapted from Frissen et al 2016).

The two top blocks, commitment and return, and the bottom blocks, cost and return, mirror each other: at the top are the so called soft and emotionally-driven values and at the bottom the hard and quantifiable factors. The chronology from the change phase is present also here: the stakeholders come in with commitment and cost and leave with returns and revenues. (Frissen et al 2016, 55.) Between these box lines are the jobs to be done and promise. Jobs to be done are e.g. tasks the stakeholders are trying to perform or complete or problems they are trying to solve. They are very concrete goals and actions that can be categorized by their intent, such as emotional, social or functional jobs. Promise is the basic reward or offering that attracts the stakeholders to the event. As such it should be short, concise and ideally the same for all stakeholders. A good promise describes “how the event will relieve pains, create gains and accomplish the jobs to be done” (Frissen et al 2016, 67) thus securing the attendance.

Once the boundaries have been identified, the actual creative challenge of the design can begin.

## Design

The last phase of the Event Canvas is made up of only two blocks: the top and bottom triangles at the very centre of the canvas (see figure 4). The boxes, experience journey and instructional design, represent two ways of learning: by experience and by instruction. These blocks together equate the actual event and the way the event will actually look and feel. (Frissen et al 2016, 38.)

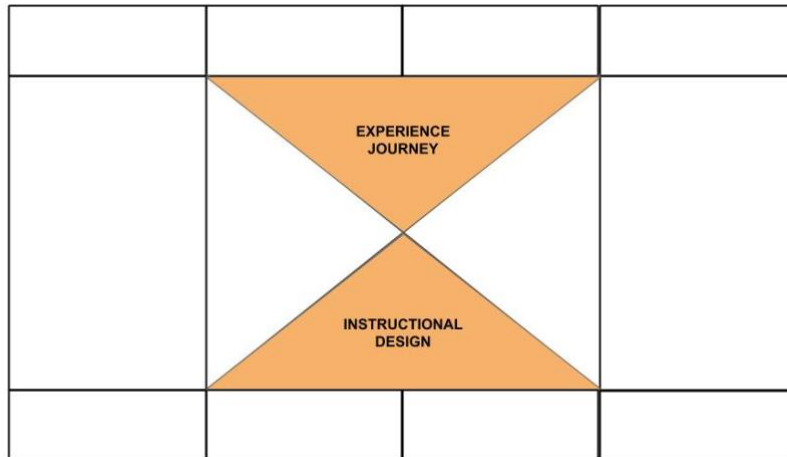


Figure 4: The Design Phase of the Event Canvas (adapted from Frissen et al 2016).

A change in behaviour is realised when people take what they have learned from the event into their everyday life. To facilitate this, a consideration of the different ways in which people assimilate new information and experiences is in order. According to the Frissen et al, there are four types of learning: knowledge-based, skills-based, attitude-adjustment and relationship-based (Frissen et al 2016, 69). The design phase comprises these ways into two blocks: learning by experiencing it (experience journey) and learning by instructions (instructional design). The most lasting results are reached when these two ways are combined.

The purpose of this stage is to enable prototype thinking. The design decisions should always be reflected in the light of the outcome of the previous two phases. In addition to considering the different ways to create a change (as defined in the first phase) by manipulating the frame (the second phase), the creators should also keep bouncing between the two blocks in this phase. The final goal of this phase is to orchestrate an event flow that will realise the desired behavioural change. (Frissen et al 2016, 69.)

Admitting that the event planning process requires us to go through and consider every one of these blocks or at least to be aware of them, we have nonetheless chosen to leave the less relevant block without further inspections. The most relevant blocks for our main



topic are presented more thoroughly in this study. These blocks are pains, entering behaviour, gains, exiting behaviour, satisfaction, commitment, return, cost, jobs to be done, experience journey, instructional design and promise. The authors wanted to test and try all possible blocks that would have a meaning for the study. Testing as many blocks as possible helped in formulating a diverse framework for creating meaningful staff events. The only block that did not have a direct meaning, was the revenue block, since the only gains for the event were intangible. The reasoning for our choices and their consequences will be further discussed in chapter 3.

### **2.1.2. Empathy Mapping Canvas**

The ultimate goal of any event should be to realize change. Aligning the multiple perspectives of the stakeholders is therefore a crucial prerequisite for event planning process. The goal of this tool is to create a shared understanding of user needs between the designers. It can also be used as a stress test for any new ideas the help decision making. (Frissen et al 2016, 25, 102.)

Developed by Dave Gray at Xplane.com, the empathy map offers a visual and cohesive way of presenting stakeholder analyses. It collects sensory perceptions, feelings, behaviours, and pains and gains on a single piece of paper for easy presentation. (Frissen et al 2016, 194.) The original Empathy Map was created almost by accident as a part of a customer project. First it was called the Big Head exercise and consisted mostly of groupings of different post-its. Soon the exercise evolved into an actual tool and became one of the most popular ones created by the Xplane company. In 2017 Gray and his team found that some of the usefulness of the empathy map had degraded over the years and the various versions used around the world had muddled up the original concept. Thus, a new and updated version called “Empathy Mapping Canvas” was created in 2017. The new canvas incorporated new design features to make the tool more usable and to deliver better experiences and outcomes. (Gray 2017.)

Empathy Mapping Canvas (also known as Empathy Map Canvas or by its previous version’s name the Empathy Map, we will hereafter refer to the newest version as Empathy Canvas) is an efficient way to capture an immersive picture of a user and their environment (figure 5). The map is often used in collaborative way to collect all the available data together and to present it in a simple and efficient way.

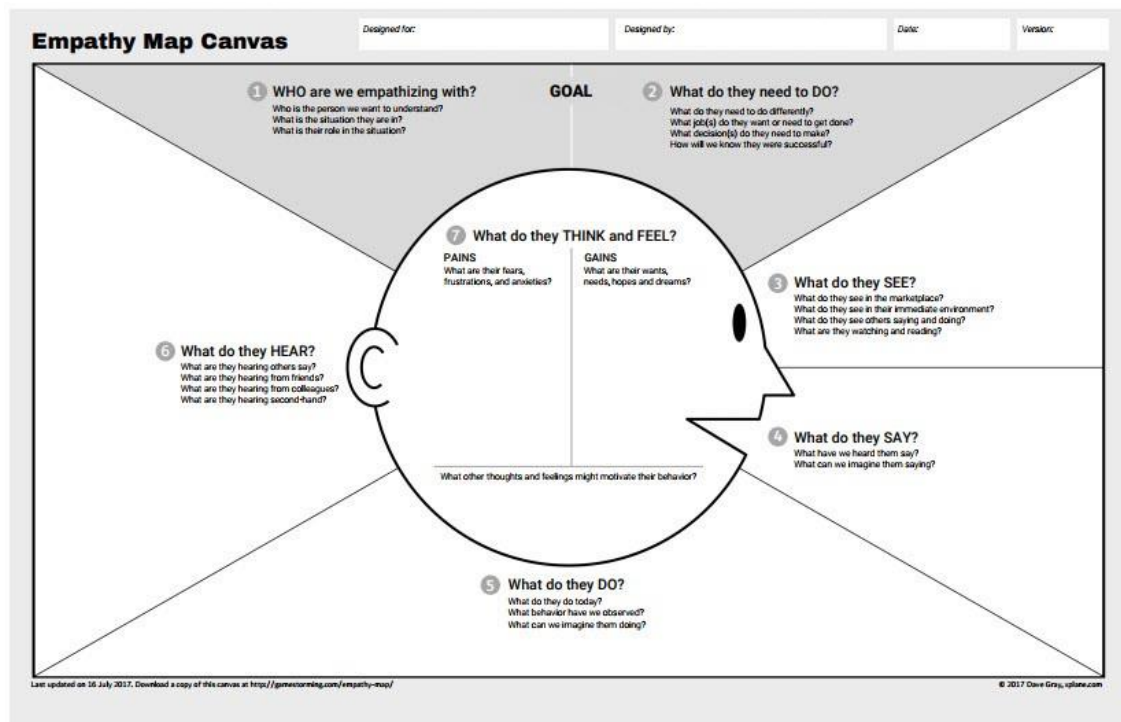


Figure 5: The updated Empathy Canvas as designed by Dave Gray in 2017 (Gray 2017).

The canvas itself consists of seven blocks, six of them aligned around a face. Filling up the canvas should be started from light grey triangle on top of the canvas, section called "Goal". The steps are marked with both the sequential numbers (steps one and two) and titles "Who are we empathizing with?" and "What do they need to do?" This block should state who is the subject of the canvas and their goals. After clarifying the first two steps, one should work their way through the rest of the steps in order marked with the numbers (clockwise from the upper-right corner). The steps are all observational and include seeing, saying, doing and hearing. They are intended to give the creator a chance to consider all aspects of their subject's experiences. Only after each one of these steps have been carefully considered and completed, the creator is allowed to concentrate on the centre of the canvas. At centre is "the Big Head" as Dave Gray calls it. This designing feature was created as a symbol for the whole purpose of the canvas: the change to step into somebody's head. The block inside the head comprises of the pains and gains of the subject of the empathy canvas and is called "think & feel". As with the Event Canvas, these two components handle on one hand the fears, frustrations and obstacles of the subject and on the other hand their counterparts: wants, needs and measures of success. (Frissen et al 2016, 98-104; Gray 2017.)

The place of Empathy Canvas in Event Canvas design process is two-fold: the process requires the creation of an Empathy Canvas both before and after the event. These two

canvases can be separated by calling them pre-event Empathy canvas and post-event Empathy canvas. The Event Canvas itself is situated between these two. (Frissen et al 2016, 82.) The two Empathy Canvases can be utilized in the creation of the Event Canvas. Parts of the pre-event Empathy canvas can be used to fill the entering behaviours, pains and gains blocks the Event canvas. Correspondingly parts of the post-event Empathy canvas can be used in the exiting behaviour block of the Event canvas. (Frissen et al 2016, 84-85.)

The Empathy Canvas was crucial in helping us to understand the needs of our stakeholders and to reflect our plans against them. The canvas was also used as a guideline in aligning our own thinking during the design process. As canvas states, the most important stakeholders' pains, gains, entering and exiting behaviour and expectations and satisfaction should be anticipated, it was clearer to use empathy map to go into detail of the intangible area. Where event canvas breaks down different parts to consider when designing an event, empathy map does the same thing for the stakeholder's feelings and what they experience. It is important to understand more in depth the thoughts and feelings of the stakeholder group, and observe what they see, hear, say and do. This tool was easy to use, as the authors work amongst the stakeholder group, it became a crucial part in creating a successful event and experience.

## **2.2 Experience Management**

Managing the participant experiences is an important task for the event manager. Experiences are distinct economic offerings and such require a specific kind of tools to be designed and managed successfully. The Pine and Gilmore's theory about the Progression of Economic Value (2011, 20-21) helps to understand the specific nature of experiences. A famous example of the progression of the economic value is a birthday cake. As the economic environment has changed from agrarian through industrial to service and finally into experience, so has the process of getting a birthday cake and its form changed through times. First the cake would have been baked from scratch with different commodities such as butter, sugar, eggs and flour. In the next industrial stage, the baker might have used ready cake mixes or frosting instead of making them. These goods might cost a little bit more, but they would compensate the cost with time savings and ease of work. As services became more common as an economic offering, the birthday cake might be ordered from a bakery. The price would be considerably higher than the price of just the commodities or the good, but the time and effort saved could be put into planning the birthday party. In experience economy the whole birthday party might be outsourced from companies promising to stage an experience out of the party. The

price would of course once more go up, but the end product would also be entirely different from the birthday cake the example started with. (Pine and Gilmore 2011, 21.) The simple cake would have become a whole party, one might even call it an event.

The event managers should concentrate on designing experiences as a part of the events, because experiences are what make customers happy. This powerful and rather straightforward conclusion was reached by a 20-year study conducted by Dr. Thomas Gilovich, a psychology professor at Cornell University. Spending money on commodities only provides a happiness that fades quickly. The reason for this is that people get used to new possessions that lead to raising the bar on what they wish to possess. And ultimately buying things is something that most of us can do and the allure of possessing something unique only last until somebody else acquires the exact same thing. The reason why experiences deliver more-lasting happiness were listed in the Gilovich's study (in Bradberry 2016) as follows:

1. Meaningful experiences become part of our identity and change us. People are sums of their experiences, when asked the question "who you are" people rarely start to list their possessions but will instead list the meaningful experiences they've been through. This does not indicate that one should need to remember every detail of the experience afterwards in order for it to be memorable and meaningful, rather it is the imprint that it leaves in the heart and mind of the experiencer (Pine & Gilmore 1999, 12-13). And that lingering imprint is what matters the most.
2. Comparisons matter only little with experiences. Not only their uniqueness makes the comparing hard, but most are happy with having a good experience and feel little resentment about somebody else having a better one. It's hard to quantify the relative value of any two experiences, which makes them that much more enjoyable.
3. Anticipation of an experience, the planning and managing part, can be as enjoyable as having the experience itself. Instead, anticipation of obtaining a possession causes impatience. Indeed, the expectation of a pleasurable and memorable experience is what motivates consumers to purchase products and services (Tsaur, Chiu, & Wang, 2006).
4. Experiences only last a short time. This temporary nature is part of what makes experiences so valuable, and that value tends to increase as time passes.

The next two subchapter present two theories for understanding and designing experiences. We start first with the oldest of the two, the Four Realms of Experience. This theory has been highly influential in several fields, but its seminal status has also been

criticized heavily. Our second theory, The Experience Pyramid by Sanna Tarssanen and Mika Kylänen draws from the Experience Realms, but takes the analyse further by adding dimensions and offering practical tools for the experience creation.

### 2.2.1. The Four Realms of an Experience

The four realms of an experience theory was created as part of B. Joseph Pine and James H. Gilmore's manifesto about the Experience Economy (figure 6, first published in Harvard Business Review in 1998 and as a book in 1999). The realms offer dimension for the new economic commodities and help us to understand what kind of effect different experiences have. The theory has also been called the 4Es of experience economy or simply the experience realms.

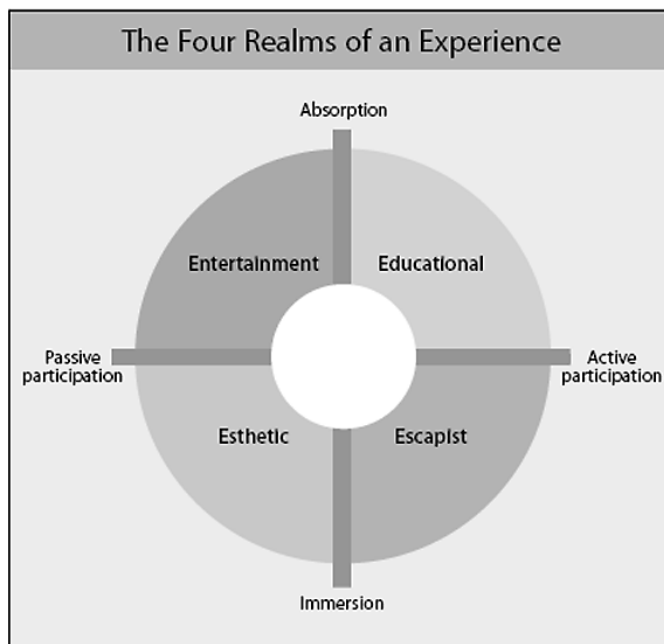


Figure 6: The Four Realms of an Experience as presented by Pine & Gilmore in their article "Welcome to Experience Economy" in Harvard Business Review (Pine & Gilmore 1998, 102).

The four realms of the experiences vary based on the stakeholder's active or passive participation (the horizontal axle) and on absorption or immersion in the experience (the vertical axle). These axles create borders for the four realms with different combinations of participation levels and connection the experience. The four realms are:

1. **Educational** (absorptive and active): increases the stakeholder's skills and enhances their knowledge through participation in the experience, e.g. cooking course, pottery class

2. **Escapist** (immersive and active): offers the stakeholder a way of taking on a new persona or an escape from the ordinary reality, e.g. mystery dinners, live role play
3. **Esthetic** (immersive and passive): involves stakeholder enjoyment of an enhanced and unique physical design, e.g. landscape and interior design, architecture
4. **Entertainment** (absorptive and passive): entails following the activities or performances of others, but not active involvement, e.g. music recital

According to Pine and Gilmore all experiences can be categorized into one of the realms, but the most memorable and engaging experiences combine all four realms. This so-called sweet spot that incorporates aspects of all the realms resides at the epicentre of the table. (Pine & Gilmore 2011, 31.)

After its publication, the four realms have been the subject of a plethora of discussion. Still the empirical evidence for the consequences of the theory seem to be somewhat lacking. For example, in studying the extent to which tourist experiences can be segregated into the four realms based on visitor activities, Claudia Jurowski (2009) found the four realms categorization to be still valid. However, the same research also found out that the boundaries between the realms are extremely fluid and unstructured than presented by Pine and Gilmore. The research also cast some doubt on the existence of the sweet spot and evidence about its desirability, but stated no definite answers. (Jurowski 2009, 7.) Another good example of further study is the 2011 research on festival and special event participants by Ayob, Wahid and Omar. The authors suggest adding a fifth dimension into the model. Their new dimension is called "festivity". Compared to other experience realms, the nature of this realm is collective, shared, communal and not individualistic. Hence, the festivity realm could be depicted as a shared feeling or spirit. (Ayob et al 2011, 4-6.)

The four realms of an experience can be criticised as being rather outdated. After all, it was first presented over 30 years ago. Since then, the experience industry has evolved drastically and the theory's usefulness suffered with development. Additionally, the theory's applicability to the planning process is limited. The Four Realms do not take into account the participant's satisfaction levels nor does it offer any practical guidance. This makes the Four Realms of an experience "more of an observational tool that has only a minor effect on the outcome of the product. In this study the Four Realms of an Experience are used to assist in understanding the type of an event the authors wish to create. In addition, the authors have used the Realms to focus our event objectives and

designing efforts. Finally, Pine and Gilmore's theory can be used as a certain kind of checklist to ensure versatile connection between the participants and the environment.

### 2.2.2. The Experience Pyramid

If the Four Realms of an Experience presented in previous subchapter is more of an observational tool, the Experience Pyramid by Sanna Tarssanen and Mika Kylänen (first published in 2007) both presents a perfect experience product and offers help to reach that goal. The model goes into detail about which elements of an experience should be considered on each level from before the experience after it to create the most meaningful effect.

The Experience Pyramid model (figure 7) is a useful tool for any experience designer. It answers the elusive question of what exactly constitutes a meaningful experience and in addition provides more or less defined checklist, which can be referred to in pursuing for excellent experience. With the pyramid an experience product can be broken into thematic pieces and the pieces analysed against the different elements and levels for diagnosing possible weaknesses and disruptions. This makes developing and improving the product easier and creates better results.

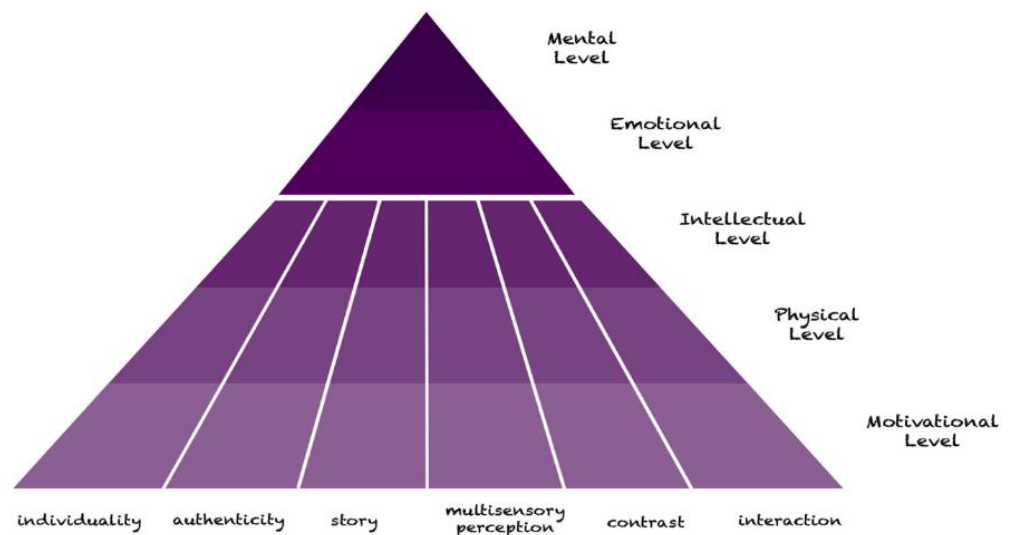


Figure 7. The Experience Pyramid model (adapted from Tarssanen & Kylänen 2007, 114).

On the horizontal axis the model presents the elements affecting the guest experience. These can be moderated by the experience creator and are as follows: individuality, authenticity, story, multisensory perception, contrast, and interaction. Individuality of the

product is reached when no similar products can be found from the market. Authenticity is measured by the credibility of the product: how well it represents its origin culture and creator's values and how genuine and natural the product seems to be. Third element, story, links the product into reality by giving it content and social importance. Story is the narrative running through the experience, the underlying theme that creates structure, drama and order to the experience. With multi-sensory perception ideally all five senses are engaged. By managing ambient conditions, the creator can develop sensory perceptions that support the narrative of the product and make it feel richer, more real and profound. Contrast refers to the difference between reality and everyday life with the experience product. Ideally the experience product should offer something truly exceptional, different and even exotic. The last element, interaction, refers to several different types of communication, all equally significant though not necessarily equally easy to detect. Positive interactions between guests, staff members and the product itself lead feeling of belonging and create an impression of community. All of these elements should be considered when creating and evaluating an experience product, and ideally, they should also be present on each level of the guest journey. (Tarssanen & Kylänen 2007, 114-116; Tarssanen 2009, 12-15.)

The vertical axis of the Experience Pyramid represents the levels of experience as a part of a guest's journey through all experience stages, from the pre-experience to the post-experience. According to Tarssanen this journey starts from mere curiosity towards a product and continues all the way to the mental transformation undergone as a result of using or experiencing it. (Tarssanen 2009, 15.) The levels are from bottom to top: motivational, physical, intellectual, emotional and mental. They also correspond to the chronological and somewhat linear journey through the experience.

The first level is motivational where the interest for the experience product is awakened. On this level the designer seeks to create expectations towards the product and ensure the wish and readiness to participate. The physical level engages the senses. Positive experience on this level creates a pleasant and safe environment (apart from extreme experiences which seek to create at least an impression of danger). Here we can also see a strong link to the aforementioned Maslow's Hierarchy of needs (the introductory chapter and following subchapter). According to Maslow's famous theory, higher levels of intellectual and emotional growth and connection are impossible if certain basic needs remain unfulfilled. (Maslow (1943) 2000.) If the participant does not feel safe and comfortable during the experience, no advancement to the next levels will be possible. This level proves the usability, technical quality and operability of the product. Intellectual level of the experience dictates the participant satisfaction by engaging the brain to



observe, analyse and form opinions. A good product offers possibilities for learning and development. The fourth level is where the actual experiencing of the experience product happens. Emotional responses are hard to manage and they can be unpredictable and uncontrollable. By ensuring that all the other levels of the experience are well maintained and positive, the designer can however be relatively certain of a positive and meaningful emotional reaction. On the top of the pyramid resides the last and highest level: mental change. A positive and strong emotional reaction like an experience may affect a personal change in the participant's physical state, mind or lifestyle. (Tarssanen & Kylänen 2007, 117-119.)

### **2.3 Workplace Wellbeing**

Improving and studying workplace wellbeing in HUONE is one of the aims of this study. In this chapter the authors seek to explain what factors affect the workplace wellbeing and why concentrating on it is so important for organizations and individuals alike. Workplace wellbeing has no common definition, but it has several attributes that most sources agree on. The complexity of the matter is reflected in the vast, deep and broad concept, and it has been defined and looked at from various angles. However, in recent decades there has been growing interest and importance in this topic. The lack of a definitive definition mirrors the multitude of different phrases and terms used for the topic: workplace wellbeing, occupational safety and health, work and health ability, wellbeing at work and even job satisfaction can refer to the same subject matter.

The challenging and evolving economic climate of today's business makes nurturing an effective workforce crucial for organizations. A satisfied workforce and high employee wellbeing contribute majorly to the organization's ability to cope with the relentless turbulence and help them with effective adaptation to change. In conjunction with the performance of the organization, wellbeing at workplace improves job retention and effectiveness and makes employees better at their job. It also makes people want to be at the job and diminishes absenteeism. Satisfied employees also tend to share their good experiences and can work as a brand ambassador and attract new employees. (ILO 2019.)



Figure 8: Mind map about different factors that can affect the employee wellbeing. (Morgan Lovell 2019.)

Workplace wellbeing relates to all aspects of working life covering both the physical and psychological state (figure 8). Physical wellbeing covers things that have a direct impact on the body, such as exercise, illness, lifestyle or nutrition. Equally important is support for mental wellbeing with several highly influential factors that vary from resilience and purpose to intellectual fulfilment and control. Supporting both physical and mental wellbeing through can help create a healthy, productive workforce. Important aspects are also social factors with good and stable relationships, strong work community and fair and transparent treatment from the managers. Environmental factors, such as working conditions, are also crucial to workplace wellbeing. (Morgan Lovell 2019.)

The myriad factors affecting employee wellbeing are perhaps easier to grasp and to categorize with the help of a hierarchical model. The Finnish Centre for Occupational Safety has updated the classical Maslow's Hierarchy to contemporary world. The model, The Stairs of Work Wellbeing (orig. "Työhyvinvoinnin portaat", authors' translation), categorizes basic human needs in relation to work, and how these needs affect work wellbeing on both individual and organizational level.

Maslow's Hierarchy of Needs is often presented as a pyramid with the most crucial and basic needs at the bottom. Each level rest on top of a previous one and the bottom level or need must always be satisfied before moving on to the next one. (Maslow 1943; Cherry 2018) The stairs of work wellbeing borrow this structure with the most basic components of workplace wellbeing at the bottom and more challenging ones at the top. The different

shape (from pyramid to stairs) is meant to illustrate how the steps are meant to be climbed and developed step by step. (Rauramo 2009, 4.)

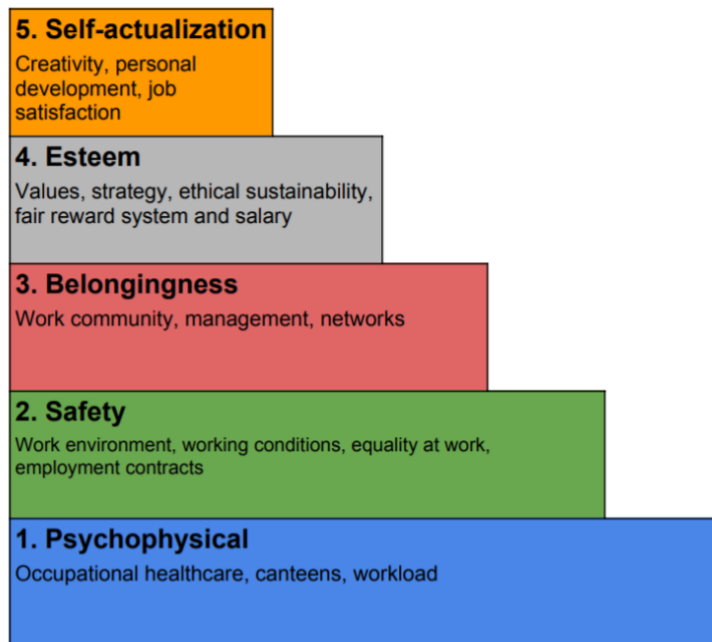


Figure 9: The Stairs of Work Wellbeing, adapted and translated by the authors (Rauramo 2009, 2).

The five steps are: psychophysical, safety, belongingness, esteem and self-actualization (figure 9). All of these steps have both personal and organizational level: personal level is what an employee can do to improve their workplace wellbeing and organizational level is what the company and organization can do to increase the wellbeing of their employees. As our study was commissioned by an organization to help them to improve wellbeing at work, we are concentrating on the latter, the organizational, level.

On the first step is the employee's physical and mental needs in the work environment that the organization can meet by arranging proper occupational health care, lunch options and workload management. The second step, safety, is about providing safe work procedures and equipment, equal treatment and work stability. The third step deals with creating a work community where different individuals can thrive and enhancing inside and outside cooperation. On the fourth step are needs concerning company values, mission, ethical questions and reward systems. The last step encompasses development and learning. On organizational level it means providing opportunities for development and creativity. (Rauramo 2009, 2-3.)

Of these two models the Morgan Levell visualizes better the holistic and multifaceted nature of workplace wellbeing. However, it does not offer as much practical guidance as the stairs model. Maslow's hierarchical theory has been widely criticized on its strictness, ethnocentrism and omission of contextual influence among the topics. Maslow's theory has also been criticised of ignoring the role of social connection and collaboration, both crucial factors in work wellbeing. (McLeod 2018; Routledge 8 Nov 2011.) Still using the need hierarchy as a base the Stairs of Work Wellbeing help to categorize the factors and provides a starting point and a plan of action for improvement efforts.

The authors are focusing on multiculturalism as a part of workplace wellbeing. Multiculturalism has an influence on each of the steps of the Stairs of Work Wellbeing or on each of the pegs in the Morgan Levell mind map. In the latter multiculturalism has the biggest effect on social and psychological as it affects strongly both the community and how individuals (especially from minor group) feel themselves to be appreciated and valued. In the Stairs of Work Wellbeing multiculturalism can be seen to pierce through all steps. The influence is perhaps strongest on the steps of safety, belongingness and esteem. The organization must make certain that they are treating all cultural groups (as well as all individuals) equally, everyone can feel a connection to the work community and that company values and ethics are aligned to different cultural values and backgrounds too. This thesis will discuss this issue further in chapter 4 when presenting the results of our product and the survey.

#### **2.4. Eisenhower Matrix**

Project and time management is essentially the ability to organize and plan the time spent on different activities to ensure an ideal outcome. The consequence of good time management is an increase in effectiveness and productivity. It is a key aspect of project management and involves skills such as planning, setting goals and prioritizing for a better performance. Planning and setting goals parts of this thesis were already handled by previous tools, but for further help with prioritizing the authors decided to use a time management tool called the Eisenhower Matrix.

The tool the authors chose is also known as "Eisenhower Method" or "Eisenhower Decision Matrix". The matrix has arguably existed for longer, but it was made famous by Stephen R. Covey in his bestselling business book "The 7 Habits of Highly Effective People" originally published in 1989. In the book Covey demonstrates how the ability to put "first things first", allegedly successfully implemented by the former U.S. president

Dwight Eisenhower, is an essential core skill for success and effectiveness. (Covey 2004, 67.)

The Matrix consists of a simple table with two axles: urgency and importance (figure 10). The axles create four groups or quadrants with different levels of urgency and importance. All situations, to do-list items and tasks can be assorted into one of the quadrants. The basic message from Covey is that we react to urgent matters and spend our time doing things that are not important. That makes us neglect to important and most crucial things that would prevent things reaching the crisis level.

	URGENT	NOT URGENT
IMPORTANT	<b>ACT</b> SHORT TERM EFFECT <ul style="list-style-type: none"> <li>• Pressing problems, last minute deadlines, emergencies, unforeseen events</li> <li>• E.g. Emails, phone calls, colleagues asking for help, pipe bursting in kitchen</li> </ul>	<b>SCHEDULE</b> IMPORTANT FOR LONG TERM GOALS <ul style="list-style-type: none"> <li>• Must be dealt in person</li> <li>• Prevent situations from escalating into crises</li> <li>• E.g. Planning, exercise, recreation, recognizing new opportunities</li> </ul>
NOT IMPORTANT	<b>DELEGATE</b> UNNECESSARY AND IRRELEVANT <ul style="list-style-type: none"> <li>• Interruptions and disruptions</li> <li>• Might be important for somebody else</li> <li>• E.g. Some meetings and phone calls, popular activities, status posts</li> </ul>	<b>DROP</b> BUSY WORK AND TIME WASTERS <ul style="list-style-type: none"> <li>• Trivial and procrastinative</li> <li>• E.g. Social media, TV, gaming, gossip</li> </ul>

Figure 10: The Eisenhower Matrix, adapted from Covey 2004.

The quadrants in the matrix are according to Covey 2004:

**1. Urgent and important**

Urgent activities require immediate attention. Because situations that fall into this quadrant are very visible and demand immediate action, they easily eat a lion's share of our time.

Dealing with crises without hunting down the cause of them and dealing with that helps only in the short term.

**2. Important, but not urgent**

These tasks contribute to missions, values, and goals. According to Covey, this is the quadrant in which one should spend most of the time in. Important things that are not urgent are easily forgotten, but have the biggest effect on success. The work done for things in this quadrant diminishes the item list in the previous “crisis” quadrant. It’s hard to deny the usefulness and benefits of calendar management, weekly planning or sufficient freetime, but because their effect is not immediate, they are too easily pushed aside for short term gain.

**3. Not important, but urgent**

Things in this quadrant might seem urgent, but in reality, their perceived urgency is based on the priorities and expectations of others. Tasks in this quadrant are usually really interruptions. Accomplishing them, like answering to an email, gives immediate reward, but produces no long-term gain.

**4. Not important and not urgent**

Activities in this category should generally be diminished as they are used mostly for procrastination. However, one does need to give these recreational elements totally up, in moderate quantities they are often relaxing and joy giving. (Covey 2004, Lebowitz 2018.)

The authors tried also to use other project and time management tools, but in the end settled upon the Eisenhower Matrix. How this decision was reached will be further discussed in appendix 1. The Matrix helped the authors to keep focus on important and essential tasks when using as multifaceted and immersive tools as Event Canvas and to categorize different task and to prioritize them.

**2.5. Theories and dimensions used in the product**

In this subchapter the authors will present the dimensions of the theories the authors have used when designing the product and framework for the prototype (table 1). The authors started the project with theories presented above, but the decision to use the theories more selectively was made during the process. The authors decided to narrow down the theories used to create a useful, simple and effective framework. The theories and dimensions are evaluated later in chapter 4.

Table 1: Theories and dimensions used in the product

<b>THEORY</b>	<b>DIMENSION</b>	<b>AUTHOR/S</b>
<b>Event Canvas</b>	Entering behaviour,pains, expectations,exciting behaviour,gains, satisfaction, commitment, return, cost, jobs to be done, promise,experience journey, instructional design	Frissen, Janssen & Luijer
<b>Empathy Map</b>	Pre event and post event empathy map	Gray
<b>Experience Pyramid</b>	Individuality, authenticity, multi-sensory, interaction	Tarssanen & Kylänen
<b>Experience realm</b>	Immersion, escapist, active participation, educational	Pine & Gilmore
<b>5 Steps of work wellbeing</b>	Psychological, safety, belongingness, self-esteem, self-actualization	Rauramo
<b>Eisenhower Matrix</b>	Eisenhower matrix	Covey

### **3 Planning Staff Event for HUONE**

What do international companies need? What do they lack? Are they able to understand the power behind diversity or does it fall due the lack of managerial guidance? Indeed, managing international teams in one particular country can be challenging both for the employer and the employees. It needs managerial skills, team effort and understanding the surrounding cultures in the team but also in the base country. This throws the responsibility not only to the employer but to the employees, too. There was a need that needed to be answered: how to create a meaningful staff event that would serve also as a bonding event for the employees.

#### **3.1 Background of the project**

HUONE has traditionally held its Christmas party in January, when the little Christmas party season has ended and the employees have celebrated Christmas with their families. Due to the rapid growth of the company and its division into HUONE International Ltd. that is responsible for the company's growth and located in Helsinki, HUONE Helsinki Ltd., as its own unit operating in Jätkäsaari and HUONE Singapore Ltd. as its own unit, has forced us to create meaningful staff event to keep its' family like culture alive. Unfortunately, HUONE Singapore was left out of this staff event, due its location in Asia.

Previous to this year, HUONE has always celebrated the end of the year abroad but now decided to remain in Finland. HUONE wanted to get as many employees as possible to attend the celebration, so the new and old employees from both companies (HUONE International and HUONE Helsinki) could all get together and spend some time and get to know each other. Since HUONE's foreign workforce had also grew, it was a valid point to show what is the company's home base country like.

We started thinking of the party and the possible challenges in bringing together multicultural people. Since the cultural background is comprehensive, it was important to design a party that would not only bring a Finnish cultural aspect to the celebration, but also make people bond as individuals and as a team to make the core of the company strong and smooth out possible future conflicts through cultural education, but not to leave out the experience. We also needed to keep in mind the cultural capital that every single employee holds and brings to the event. We wanted to make the cultural differences a focus point of our thesis and hopefully benefit both employees and the employer.

We wanted to know in detail, what challenges working in the multicultural environment bring to the employees and of course to the employer, too. We asked participants to name



two positive, negative and surprising effects in working in a multicultural environment. Parts of the results are shown more into detail in upcoming chapters, but we want to show, that regardless of few specific negative effects segments, those being challenges in communication and different values and habits, still negative segment got less answers, total number of answers being 30, than the positive segment, total answers being 34. Also answers from the surprising effect fell mostly to the positive side and the total number of answers was 29. This helped us to target the areas of improvement and understand our focus point. Some of the negative effects can also be seen as positive ones, such as different habits. This led us to search and use theories that would help us to both understand the creation and execution of a meaningful staff event.

### **3.2 Project Plan**

Project plan started by observing the timeframe that was first set and then challenged due events that were out of the authors reach to affect. Methods are explained and looked through more into detail. Authors are then explaining what happened along the way in designing the event and using the tool selected for this thesis process. The use of event canvas and other theories are also explained more into detail in the project appendix 1.

### **3.3 Timeframe**

Thesis process started already in Autumn 2017 making the thesis process almost unacceptably long. At the beginning of the process we used GANTT theory to manage, structure and execute needed tasks. The start of the thesis process was very rapid, due a sudden suggestion by the employer for us to take part in planning the staff event. Then it was not underlined by any means what it could or should be and how should it be executed. Nothing was decided of the event but we started desk research to find a tool that would not only help us to create the event but also grow us as professionals. Through a suggestion from our supervisor we found event canvas and decided to have that as the main tool of the project.

First, we wanted to target and pinpoint out what was needed from the staff event. We wanted to dig a bit deeper on the personal level and started collecting data from the workplace by observing and talking to the employees. This was done over two weeks in late September 2017. After that we made a conclusion of what the company and employees needed and how could we ease the underlying issues that there was in everyday work life. The final straw to have a crystal-clear vision of our aim, was that in October HUONE was recognised as the 'Most successful Multicultural Company in Finland in 2017'. Then we understood that the event must be about understanding the

multicultural workplace and overall wellbeing. Vivid desk research remained active, since we had to find the needed theories before the little Christmas season (starting from mid-November) was fully operating at HUONE. We aimed the theory part to be done in three weeks to have enough time to bring the theory to live through event canvas, empathy canvas and experience tools. GANTT had somewhat lost its purpose due to the increasing amount of work and the authors working in different places. It was difficult to find common time outside of work, since family with kids and also other workplaces took all the spare time.

In mid-November when little Christmas season kicked off the thesis process stopped completely. As mentioned previously, event industry is balancing between high seasons and low seasons and high seasons need a lot of stretching. Although we did anticipate the lack of time and a sudden drop of the thesis for the time being, we failed to understand the intensity that would be carried throughout the year 2018. Anne became full time host at HUONE and was still doing night shifts at a hotel in the city centrum. Veera took on an extra job, being part of opening Kamppi unit that was done outside of regular working hours.

The actual product, which is the prototype of the framework for creating successful staff events, took place in January 2018. The planning of the implementation took the time from Christmas holidays and solely that holiday played a big part for us to complete and execute the event in a successful manner. The questionnaire was planned out and designed at SurveyMonkey.com and all the needed items for Winter Olympics were purchased. The pre, during and post event observations and findings are observed more closely in the appendix 2 product part.

As explained previously, year 2018 was filled with duties and surprising life aspects and as commonly agreed, we decided to postpone the graduation until spring 2019.

Immediately after Christmas season 2019 we started to collect the information together as a form of thesis. Since we already had done the desk research and the product, it was just a matter of writing it in a formal way. Our supervisor helped us along the way with constant guidance and support that we are both very grateful for.

### **3.4 Methods**

To get more versatile and well-rounded information and understanding of the subject, we chose two different information gathering methods. First, we interviewed our commissioning party to evaluate their expectations on the purpose, scope and type of the

event. Secondly, a questionnaire was used to get event participants' individual opinions on the event before and after it. The results from the questionnaire were used to create the Empathy Maps for the Event Canvas process.

In the next two subchapters, the authors will present descriptions of the questionnaire and the interviews in more detail. The results of both methods will be discussed further in chapter 4 and appendix 1.

### **3.4.1. Interviews**

The authors chose to conduct two semi-structured interviews with the commissioning party to gather data about the previous staff events and the commissioner's wishes and expectations on the event. The qualitative interview was chosen because the authors wished the gathered data to include personal opinions, feelings and to be focused on descriptive answers. The authors also felt that the semi-structured form of an interview was best as it created a more informal atmosphere where also opinions and feelings outside of the company line could be expressed.

The interviews were conducted at HUONE Jätkäsaari in November 2017 and January 2018. No word by word transcription was produced but the two authors took extensive notes. The prepared theme and question list can be found in the appendix 3. As explained below, only the first interview followed the semi-structured outlines, the second interview morphed into a co-creation ideation session that the authors were very happy about.

At the first interview with the commissioner in November the questions asked included inquires about the previous events and what had worked before and what still needed to improve. The general mood and emotional aspects were also discussed as were the commissioner's expectations for the type, length and budget for the event. The company values were discussed briefly but as both authors worked for the company and were very familiar with them, the decision was made not to concentrate on values and responsibility during the interviews. The second interview in January after the event concentrated naturally on the event summary and feedback. The authors and the commissioner talked about how the event went and how it was compared to earlier events. We went through the participant expectations and feedback and draw some preliminary conclusions based on them and our experiences. As all who were present at the interview had also been participating in the event, putting outside and inside observations together proved very interesting and fruitful. In a way the second interview turned out to be more of a de-briefing and brainstorming session with strong co-creation leanings. The prepared

questions for the interview were largely ignored as the authors felt that the answers were saturated (i.e. no new issues really came out). The new direction of the meeting was more useful and inspiring for all participants.

### **3.4.2. Questionnaire**

To make our questionnaire more reachable and user-friendly for our participants, we used online platform for mobile and internet-based access. We chose to use SurveyMonkey for the easy-to-use design, adaptability for different platforms and the analysing tools offered. SurveyMonkey is a service company offering software for a cloud-based online survey development. It was founded in 1999 as a Silicon Valley start-up and stayed relatively small until the growing popularity and fast expansion in the 2010's that culminated in the company going public in September 2018.

The whole questionnaire with introduction letters and all questions can be found in appendix 3. As mentioned before, the authors had two questionnaires: one for before the event (Questionnaire I) and one after the event (Questionnaire II). Both questionnaires had the same first questions about the participant's background (including name, gender, position in company, time they had lived in Finland etc).

After the background information the questionnaires I and II had different questions. The pre-event questionnaire included questions about the previous knowledge on the visiting company Kyrö Distillery and about the overall expectations for the event. The questionnaire also contained questions about participants' experiences on working in multicultural workplace and a section on cultural attitudes and differences. These included questions about e.g. social responsibility, understanding of time, individualism versus collectivism and the role of authority.

In the post-event questionnaire, the authors wanted the participants to evaluate the event and recall some learning outcomes from the program. The questionnaire finished with questions about the best time to organise staff events and with request for open comments on both the questionnaire and event.

### **3.5. What happened along the way**

The authors wanted to understand employees' in-depth level. The easiest way was not only to observe employees and their communication and discuss about the topic at the workplace but also ask how multiculturalism and its different forms are perceived in the

work community. We wanted to understand the perceived pains and gains, challenges and satisfaction.

Based on the data collected in semi-structured interviews and semi-structured questionnaire, we were able to target different positive and negative aspects in multicultural work environment and start creating an event that would both ease the challenges mentioned and create understanding in culture, behaviours and support communication and bonding. This is when empathy map came very important tool for us to use.

Since the company is in the event industry and both authors are working for the company, we as authors wanted to use tools that would not only help to create the event, but also to expand our knowledge in the industry as well. We wanted to combine the use for the thesis as tightly to our benefit as possible. This is why we chose older tools such as experience realms, but also newer tools such as empathy map canvas and event canvas.

We started using the event canvas as a physical tool to create the actual event. After HUONE taking part of the commissioning party, our part became even clearer. Next staff event was organized as a form of "Little Christmas party" and we were able to participate in creating and implementing the mentioned staff event with the company. Firstly, we created the suggestion for the Sunday part of the event, but soon we started to observe the whole event with the permission of the company. The suggestion was approved and carried on to be implemented.

The implementation part was executed in January 2018 for four days. The execution was observed from company's point of view by the managers and owners, but also by one of the authors and attending employees. The feedback was collected after the event and is discussed in the thesis. The event worked as a prototype for the framework that could help to build-up the future events.

The implementation part was the most exciting part of the thesis- needless to say. Anne and Veera had observed closely the participants and were able to use the collected data to do last minute adjustments to the program, such as changing the fifth physical game of the Winter Olympics to something more intellectual and emotionally appealing. The questionnaire was sent out to participants prior to the actual event as well, so we could observe and have last minute data of the participants to have the most up to date information.

Since event canvas and empathy map are detailed tool with very clear structure, it was somewhat easy to start filling in parts from experience tools. Experience pyramid was the most used experience tool in our product as it served many intangible parts that would guide us through the event planning with fundamental parts to take into consideration. After all, we did not only want to create an event, but and experience too. Fortunately, although we come across some limitations and risks (further discussed in chapter 5.1.), we were able to carry out the project successfully.

## **4 Results**

In this chapter the authors will discuss the results of the event and the study. First, the results from the two questionnaires will be presented and explained. Next the authors will evaluate the results and how the results were used in designing the staff event. Lastly, the applicability of theories will be discussed.

One of the aims of this thesis was to apply the insights gained from secondary research, interviews and the survey to practice and to create an event plan for HUONE Staff Events. With the creation of the HUONE Staff Party 2018 this step was accomplished. The event organized was later used to create a framework for future HUONE Staff Parties.

### **4.1. Results of the survey**

The first aim of the thesis was to increase the knowledge of the authors and the commissioning party about workplace wellbeing and the role experience can play in enhancing it. The survey did not reveal any glaring problems with workplace environment. HUONE employees seemed to be relatively happy about their working conditions. Of course, the situation where the questionnaire was answered might have caused some tendencies to answer more positively. However, the results from our small survey were later confirmed in the process of applying for a Great Place to Work -certificate. HUONE both got approved for the certificate and also got selected for the short list of small companies (Great Place to Work 2019).

The response rate of the survey (94%, n=17) was excellent for both questionnaires. The reason of the high rate was that the participants (n=18) were made aware of the importance of the survey well in advance and the authors were able to use social and peer pressure to encourage them to answer promptly. The participants were able to answer under a pseudonym on the condition that they kept the pseudonym same in both questionnaires (see appendix 3 Questionnaire Instructions). This could also have influenced the high response rate. The authors also counted the time for answering, and the average time spent was longer than anticipated at nearly 25 minutes (figure 11). Still, the completion rate was 100% and everybody who started the questionnaire also finished it.



Figure 11: Basic statistics of the survey responses.

Next we will go through the results of the questionnaires in more detail. First we will start with the participants' background information and then continue to expectations and evaluation of the event. The answers to the questions about cultural attitudes are presented in the appendix 2.

The team in Finland, which was used in this thesis, had employees around Europe. European countries are represented in the chart segment "Europe": Finland, Estonia and France. Next Asian countries are represented in the chart segment "Asia": Malaysia, Thailand, Singapore, Korea and Vietnam.

To simplify the chart, the authors chose to represent only continents not countries, yet they are stated in the previous part (figure 12). In the chart authors wanted to showcase the segment as clearly as possible, but also took into consideration the different countries and cultures in the thesis. This knowledge was vital since the thesis was heavily involved in the multiculturalism and its challenges in the workplace. As the product states, countries, cultures and habits vary very much between these presented countries. Language is another aspect that should be considered when viewing the pie chart.

Nationality

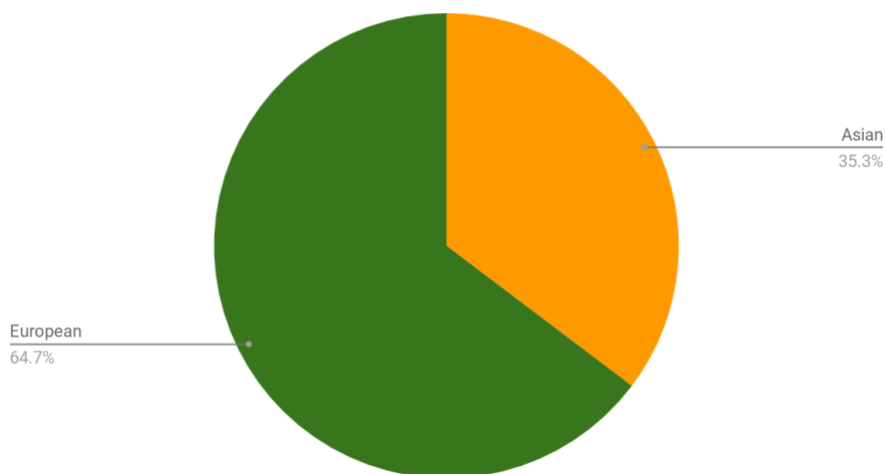


Figure 12: Nationalities according to cultural spheres.



The questionnaire and the study were conducted when HUONE International was only new and slowly growing. Authors wanted to implement the chart to create an understanding of the situation current to the event, but it is important to emphasize that HUONE as a company has grown even more diverse after the event was held. This highlights the fact why authors wanted to have an understanding of the company's employees. HUONE needs to create future events that serves the company's employees needs and wants as a whole and influence positively to the employee satisfaction, work wellbeing, equality and employee engagement. HUONE welcomes employees from all demographic and cultural backgrounds. When managed well, it can grow up to a significant competitive advantage.

In the pie chart below (figure 13), the different age segments are represented to create and understanding of the diversity not only in different cultures but ages, too (figure 13). As shown in the pie chart, the biggest segment (66,7%) were 25-29 years old employees. The second biggest segment was 30-34 years old and 35-39 years old both 11,8%. The segments 15-19 years old and 45-49 years old are sharing the third biggest segment with 5,9% each.

Age Division among HUONE Staff

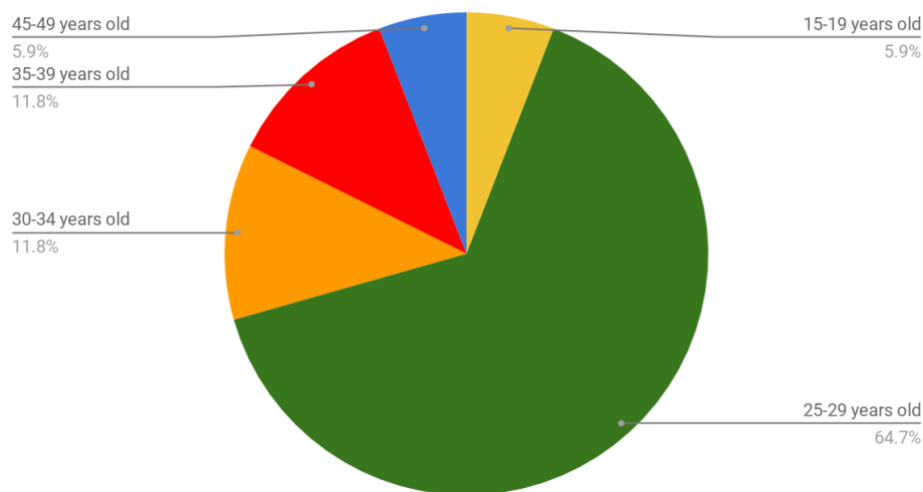


Figure 13: Age division among the HUONE staff in January 2018.

As a comparison to the current situation, the age segments 30-34 years old, 35-39 years old and 45-49 years old have grown. The biggest reason for the growth of older age segments is that HUONE International has recruited professionals with long working history in the required positions such as accounting and HR. Regardless to the changes, HUONE's biggest age segment is still 25-29 years old group.

Authors wanted to know more about the actual reasons that cause the most pains in the work environment in a multicultural workplace. This segment was already mentioned in the introduction and the results can be seen in figure 14. The most pains are caused by challenging communication and differences in values and habits. Challenges in communication are mostly due to language barriers. Different habits and values stated issues in timekeeping, punctuality and different working methods.

The authors asked the participants to name two negative effects the different cultural background has caused in HUONE work environment. Out of 28 answers, challenging communication was number one negative effect by 16 answers. Different habits and values became second by 9 answers and third part by 3 answers was a mix of different answers.

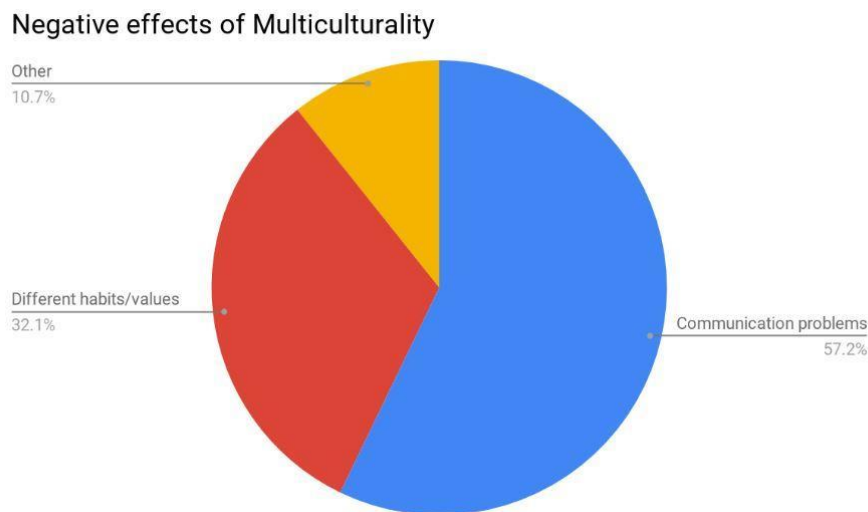


Figure 14: The Negative effects of Multiculturality according to the survey.

Morgan Lowell's Wellbeing mind map explained earlier (see chapter 2.3.) that social connection is important and is reached by community, belonging and connection. As seen in the chart above, communication and different values and habits are challenging at HUONE's multicultural work environment and can affect negatively in birth of these vital feelings. Luckily, connections and meaningful relationships can be built also without any common language and it is mostly due to the connection that people have with each other. Although the questionnaire brings out the challenges in the workplace, it is not the dominating segment. If we look at the questionnaire as a whole, the positive feedback overrides the negative ones by the number of answers given.

The authors wanted to measure also the success of the event. Authors used tools such as the empathy map and the event canvas that provided pre and post event blocks to fill to help evaluate the data and success of the event. These tools however are done by observation, which does not give the most truthful feedback. The questionnaire done prior to event asked about the expectations of the event (figure 15). Authors asked from the participants to name three different expectations for staff event. Out of total 51 answers, the most popular one by 17 answers was “bonding and getting to know each other”, the second most popular one by 14 answers was “having fun” and third most popular one by 14 answers was “other” including scattered answered for example “learning about the company and not talking about work”.



Figure 15: Expectations for the event (the pre-event questionnaire).

In the post event questionnaire, the authors asked what was the worst part of the event and from 14 answers that we got got, 12 stated that dysfunctional accommodation was the worst part (figure 16). Two other answers were feeling bad and a long drive to the cabin. This feedback also emphasizes the previous chapters result, where bonding and team building was seen as the best part and none of the negative feedback was got from this segment.

## Worst part of the event

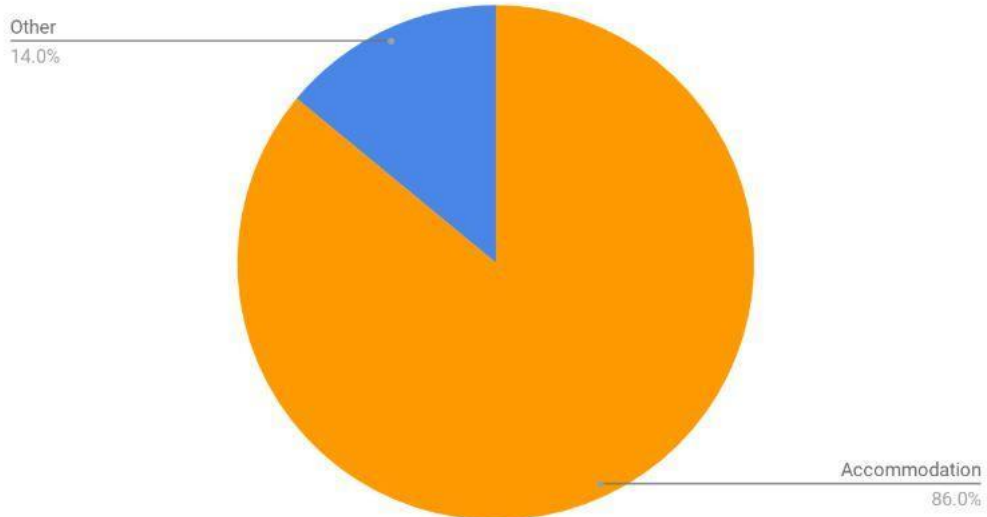


Figure 16: Worst part of the event.

The authors also asked the participants to grade the most significant parts of the event, those being site visit to Kyrö Distillery, accommodation, Sunday program (Winter Olympics) and food (figure 17). The grades options were very bad, bad, can not say, good and very good. As seen from the chart below, Kyrö Distillery and Sunday programme (Winter Olympics) were rated the highest where satisfaction for the accommodation was the lowest, although surprisingly the amounts of answers differ, maybe due to a bug in the questionnaire.

Kyrö Distillery						
	VERY BAD	BAD	CAN NOT SAY	GOOD	VERY GOOD	YHTEENSÄ
Please choose the right option	0,00% 0	0,00% 0	0,00% 0	13,33% 2	86,67% 13	15
Accommodation						
	VERY BAD	BAD	CAN NOT SAY	GOOD	VERY GOOD	YHTEENSÄ
Please choose the right option	0,00% 0	6,67% 1	26,67% 4	53,33% 8	13,33% 2	15
Sunday program						
	VERY BAD	BAD	CAN NOT SAY	GOOD	VERY GOOD	YHTEENSÄ
Please choose the right option	0,00% 0	0,00% 0	14,29% 1	28,57% 2	57,14% 4	7
Food						
	VERY BAD	BAD	CAN NOT SAY	GOOD	VERY GOOD	YHTEENSÄ
Please choose the right option	0,00% 0	0,00% 0	0,00% 0	33,33% 2	66,67% 4	6

Figure 17: Distribution of answers to the question concerning the most significant parts of the event.

Authors also asked the participants to name the best parts of the event (figure 18). Out of 15 answers 12 answers stated that team building and bonding was the best part of the

event. Other 3 answers included answers such as learning about Kyrö distillery and the company.

### Best part of the event

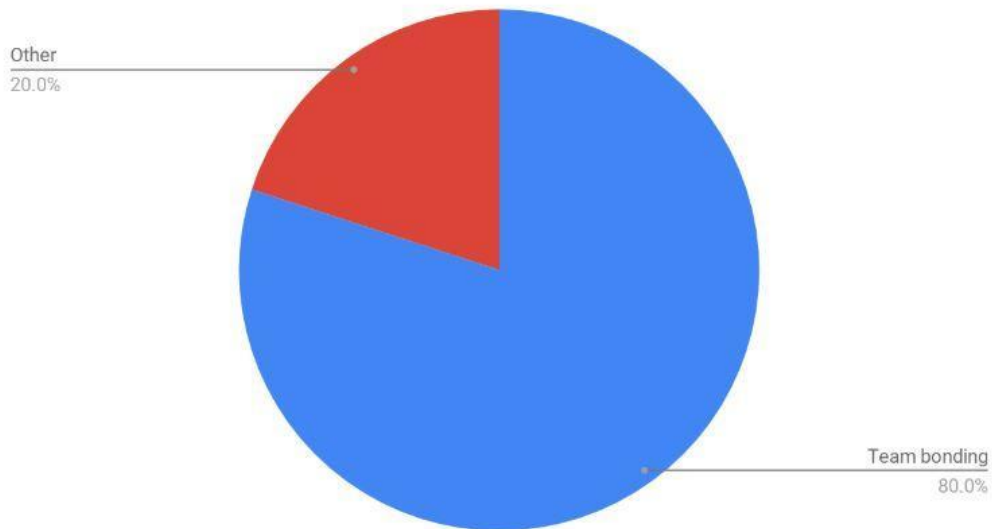


Figure 18: Answers to the question “What was the best part of the event?”

Authors used empathy map as a tool to measure pre and post event changes that focused more to the participants behaviour, feels and emotions. Authors are concentrated heavily in pre event empathy map on finding out what participants think and feel prior to event and what are their pains. Authors targeted feelings such as “I don’t want to go”, “Is it going to be fun”, “Am I going to fit in”, “Do I feel comfortable there” and “It is going to be exhausting”. These comments mainly rose from older employee segments that might have bigger need for personal space, their alone time or might have big duties at home, such as family to take care of. Pains evolved around being tired, exhausted, demotivated and extensive time spent on the staff event.

In post event map, authors targeted changes in think and feel section and also in the section of gains. In think and feel section employees indicated to be more part of the team, they were happy and relaxed, excited and they felt heavy positive commitment to coworkers. Gains targeted support these statements in results such as engagement, and bonding with the team and learning from one another.

## 4.2. Evaluation of the results

Result part explained more in depth what kind of diversity HUONE holds as a company in its employees. Multiculturality is the biggest aspect of the diversity, but also age and other

key factors such as sexual orientation and religion adds diversity. HUONE as a company must understand its employees and also know their needs and hopes. The best and easiest way to establish it, is to secure that all employees feel safe and equal in the everyday work operations. In more rare events such as staff events, the needs and wants can be answered when you understand what the employees require. It is also a great channel to emphasize and thank the employees, but to create a meaningful staff event that works as a benefit for both the employees and the company, requires more in-depth observations.

Challenges in communication was rated as the most negative effect in a multicultural work environment and the second most negative effect was different habits and values. To create understanding amongst employees, the authors designed activities that would connect employees more closely together, but also secure time when employees could mingle and bond outside of planned activities.

When observing the post event results, bonding and team building was rated as the best part of the event. This was the authors aim when designing the event. The execution of the designing of the event was successful when looking at the results obtained from the questionnaire. This also was linked to post event empathy map and the results gotten from there. When observing employees after the event, it was easy to target behavioural changes and also to new deeper friendships between employees. When reviewing the overall results, the designed staff event was successful and provided data to create a framework for future staff events of HUONE Helsinki Oy.

Authors also understood that extensive staff events do not anymore serve the purpose. HUONE as a company has grown and now even bigger segment of employees have duties outside work life. This is also shown in the age segment. Older age segments have grown which will directly affect the need and wants of the employees. Authors have come to the conclusion that less is more and therefore the event planner should heavily debate whether extensive staff events are any more realistic nor do they create added value to the event.

HUONE as a commissary thought the same. In the feedback session the most valuable information was, that indeed less is more and it does not have to be extensive in order to be meaningful. However a several day trip in Finland was maybe a necessary step down from trips abroad and now when the company is growing it is also time to keep the staff parties more local. Also it was mentioned, that now the execution was easy for the

company since the authors took care of the planning of the event, but in the future it might be hard to assign this task to someone.

### 4.3. Applicability of the theories

In the table 2 the authors have explained the idea behind the framework that is introduced in the product appendix as “Guidelines for staff events”. In this table, dimension part states the four core elements of an event. The second part, theory behind framework, explains why we have used certain theories and the last part evaluation of the used theory, explains how the authors used the theories in creating the end product.

Table 2: Evaluation of the theories used

<b>DIMENSION</b>	<b>THEORY BEHIND THE FRAMEWORK</b>	<b>EVALUATION OF THE USED THEORY</b>
<b>Length + Place</b>	<p><b>Event Canvas</b> Entering behaviour, pains</p> <p><b>Empathy Map</b> Deeper knowledge of staff feelings, needs and wants</p>	<p>Length and place are the key factors that set up the core of the event. Event planner must know the entering behaviour, pains and emotional status prior to event. This is how the time length and place can be adjusted.</p>
<b>Theme</b>	<p><b>5 steps of work wellbeing</b> Understanding sustainable work wellbeing</p> <p><b>Experience pyramid</b> Including dimensions that create meaningful experience</p> <p><b>Event Canvas</b></p>	<p>When designing the theme, an understanding about what are the standard requirements that should be fulfilled is the passage to create a meaningful event and suitable theme. Event canvas helps to understand pre-and post event feelings and is also a measurement tool for the success of the theme and event as a whole.</p>

	What the event planner wants to erase (pain) and want to give (satisfaction, gain).	
<b>Activities</b>	<p><b>Experience realms</b> Helps to understand the type of the event and activities in it</p> <p><b>Experience pyramid</b> Adds greater meaning to activities</p> <p><b>Empathy map</b> Knowledge of emotional involvement</p>	Experience realms help to consider what type of activities the company could host. Adding experience pyramids dimensions helps to add depth and meaning to it. Empathy map serves a purpose if activities have a meaning to resolve a challenge e.g. difficulties in communication.
<b>Food and Beverage</b>	<p><b>5 steps of work wellbeing</b> Basic needs of an employee</p> <p><b>Experience Pyramid</b> Creating an experience and emotional exchange: not "just food and drink"</p>	Basic needs of the employees need to be answered, but F&B can serve a bigger meaning, with the help of experience pyramid e.g. introducing one's country and culture through food.

One of the aims of this thesis was to discover if Event Canvas offered a sufficient and appropriate tool for planning a staff event. Events Canvas is certainly one of the most extensive and thorough tools offered to event designers. The author's opinion is that the tool is suitable for creating staff events, but only if the designers have enough time and energy to spare. It truly is a tool for professionals and anybody who is managing events as a side job will feel overwhelmed in front of it. However, the Event Canvas can be fitted to



suit smaller projects too as choosing the appropriate blocks and concentrating on them is relatively straightforward and uncomplicated process. The existence of a clear structure with a big canvas and separate blocks helps the designer to keep track of what they are focusing on and what has been left out.

## **5. Conclusion**

Staff events will always be in fashion. No company should go years without holding a staff event that will create common ground for the employees to come and celebrate. Staff events are also a vital time to show that the company cares for its employees.

What the authors came to realise is, that the trend truly has changed over the years. Finland is commonly known as a place for “traditional staff events”. Employees might be satisfied with a restaurant reservation and high volume on beverages. But what employees might not realise yet, and the companies should understand, is that staff events will have a greater value in the future, both to the employee and the company. Staff events are moments where challenges can be resolved, where team can grow stronger together and company can produce experiences that are meaningful for the staff.

The authors believe that this is a future realisation for companies and those who understand the competitive advantage behind a simple tradition, will thrive in the future. Companies’ success starts from employee satisfaction. Employees can not be really motivated, but they can be given the tools and possibilities to find something that motivates them. For many employees work wellbeing and good team spirit plays a big role in today’s world. Employees of the future are less worried about the income and more interested in the other aspects of work, such as work wellbeing and team spirit and other parts that can be both tangible and intangible. This cannot be overlooked anymore by companies who care for their employees work wellbeing and their biggest asset. Therefore, the authors hope that the framework created from the prototype event and this study will be used in the future in creating HUONE staff events.

### **5.1. Limitations and risks**

The process of completing the theory and product was not enjoyable in all its turns. Both authors have a full-day work with managerial duties, responsibilities towards hobbies and a family to take care of, finding time for the project proved to be a challenge. Indeed, during the process it was somewhat impossible to remain balanced and truthful to all important segments of life.

These segments worked as limitations in the project. One limitation purely came from the fact that both of the authors worked for the same company. When it was high season, we were both very busy and when it was slow season, we both worked in other jobs. Although working together served as an advantage for us, it was also a limitation. When

we started with GANTT we both were familiar with the tool from school. Soon it became clear that GANTT was not serving the purpose for us as a project tool, since we were constantly battling with the schedule and keeping in time. This particular aspect became a risk for the authors. Not keeping in time was a strain when planning the event and some parts were rushed into action. Time became a limitation that evolved into risk. By having a long inactive period between the theory, product and writing, it became an inevitable fact that the product wasn't as well in the mind anymore as well as we wanted. Since we have done precise documentation from the start, it was somewhat effortless to put the pieces back together, even after a long time.

HUONE as a company became part of the project but was a risk too. Since HUONE and its employees are the most important stakeholders, it is important to connect them from an early age to the event. If this stage would have failed, it would have been a failure for the product, that it would have been very hard to form a thesis out of it. Talking about stakeholders, HUONE represents the company who is making the event possible in a tangible way. This means paying for the trip and its programs. HUONE as a stakeholder could have pulled the plug of the event, if at the same time a big event would have taken place at the unit.

Employees are the most important stakeholder of the event. Without them, it would have not become an event at all, yet alone succeeding in creating a common ground to bond and understand each other better. Since people cannot be changed but can be guided towards wanted behaviour, the end result was unknown until the end of the event. For the event to succeed, it required constant commitment from the employees to participate and make an effort.

Four-day trip was also a limiting factor in the product. Employees with small children, diverse age segments and personal preferences did cause some strain for the participants. Some were wondering if they can be away from personal duties for so long and some were stressed of spending such a long time in a big group. Fortunately, the event and its program gave out a promise of an experience not to miss.

Services that were agreed with third parties, such as accommodation and Kyrö Distillery represented a possible risk for failure. Accommodation actually did fail due its dysfunctionality of electricity power cuts and dysfunctional toilet. Indeed that, with all its seriousness, it became one of the funniest parts of the trip, renaming the event as HUONE survivors.

### **5.3. Further study possibilities**

Event management is not inherently an academic subject and the strong need for practicality is mirrored in the research field, too. The academic applications of Event Canvas are still somewhat sparse and the field has a lot of ground to cover. This might also be influenced by the style of Event Canvas Workbook. The book was written to be practical guidebook and its chapter are easy to implement. As such it does not offer citations or references to earlier theories the book draws from. The tool is more intuitive than evidence-based despite its clear usefulness. Combining the Event Canvas with other theories helped the authors in completing this study. The authors would like to see the Event Canvas handled with proper citations and connected to the further discussion about event management. This might also make the scaling of the process easier as the designer had more information on why this or that works or why it is included and not some other tool.

Another interesting and very current study topic is the workplace wellbeing and multiculturalism. The benefits and challenges on different cultures interacting and co-existing are growing fast and the scientific studies are struggling to catch up. The political environment combined with the push and pull of immigration and emigration, makes this topic at times also a difficult, or even dangerous, one to handle. The need for ways to resolve disputes and to find satisfying compromises is however a worthy goal for any study. The authors have seen the benefits of multicultural workforce and would like to see its benefits, and the challenges too, further explored.

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# Appendices

## Appendix 1. Event Canvas for HUONE staff party 2018

<b>PAINS:</b> <ul style="list-style-type: none"> <li>- New members in staff</li> <li>- Too much work related stuff</li> <li>- Long drive and stay</li> <li>- Not fitting in, over socializing</li> </ul>	<b>COMMITMENT</b> <ul style="list-style-type: none"> <li>- Choosing event vs free time</li> <li>- Time away from family and friends</li> <li>- Sacrificing own space</li> <li>- Energy to participate and socialize</li> </ul>	<b>RETURN</b> <ul style="list-style-type: none"> <li>- Idyllic accommodation</li> <li>- Enjoyable and educative programme</li> <li>- Travel</li> <li>- Food and Beverage</li> </ul>	<b>GAINS</b> <ul style="list-style-type: none"> <li>- Learning of people, company, culture</li> <li>- Feeling part of the team</li> <li>- Easier work relations back at the workplace</li> <li>- Knowledge of other team members</li> </ul>
<b>ENTERING BEHAVIOUR</b> <ul style="list-style-type: none"> <li>+ Excited</li> <li>+ Energized</li> <li>+ Interested in program</li> <li>+ Excited to be with friends and to make new friends</li> <li>- Exhausted</li> <li>- Anxious of travelling away</li> <li>- Wanting for time alone</li> <li>- Fearful of social contact</li> </ul>	<b>EXPERIENCE JOURNEY</b> JOBS TO DO                      PROMISE INSTRUCTIONAL DESIGN		<b>EXITING BEHAVIOUR</b> <ul style="list-style-type: none"> <li>- Feeling valuable part of the team</li> <li>- Commitment to the success together</li> <li>- Feeling motivated and appreciated</li> <li>- Creation of friendships</li> <li>- Feeling relaxed</li> <li>- Happy and satisfied</li> <li>- Changed attitude towards some of the cultural issues</li> <li>- More forbearance towards different cultural backgrounds and personality types</li> </ul>
<b>EXPECTATIONS</b> <ul style="list-style-type: none"> <li>- Different kind of event</li> <li>- Meaningful time away</li> <li>- Bonding</li> <li>- Relaxation</li> <li>- Learning more of colleagues</li> </ul>	<b>COST</b> <ul style="list-style-type: none"> <li>- Organizer only: food, cabin, petrol etc travel and upkeep</li> <li>- Reducing availability at HUONE and therefore losing income on that</li> </ul>	<b>REVENUE</b> <ul style="list-style-type: none"> <li>- No revenue</li> </ul>	<b>SATISFACTION</b> <ul style="list-style-type: none"> <li>- Time away was meaningful</li> <li>- Will participate in future</li> <li>- Did not cause extra stress or more work</li> <li>- Improved relations at work</li> <li>- Created a break from everyday life and work</li> </ul>

### Pains

- New members of staff
- Work related
- Not fitting in
- Long travel
- Extensive stay
- Sacrificing personal time
- Over socializing

### Entering behaviour

- Excited
- Energetic
- Anxious of traveling away
- Interested of the culture and program
- Enthusiastic to socialize

- Anxious of getting enough “alone time”

### Expectations

- Different kind of staff event
- Meaningful time away
- Bonding
- Relaxation
- Learning

### Gains

- Learning of others
- Bonding with other team members

- Being part of a meaningful experience
- Fully paid trip

#### Exiting behaviour

- Feeling of being part of the team
- Feeling motivated and appreciated
- New friendships
- Change of attitude

#### Satisfaction

- Time away was meaningful
- Program and promise was met
- Cohesive event
- Willingness to participate in the future

#### Commitment

- Time away from family and friends
- Sacrificing of personal time
- Time away from work
- Energy to socialize and get to know each other
- Actively participating

#### Return

- Fully paid trip
- Enjoyable program
- Food and Beverage

#### Jobs to be done

- Functional: Food and beverage, travel, accommodation, booking
- Meeting up with Kyrö Distillery
- Creating hype of the event

#### Promise

- Nice trip over the weekend in the Finnish countryside
- Time away from work
- Possibility to bond
- Enhancing team spirit and communication

#### Cost

- Organizer only:
  - Cabin
  - Car + gas
  - F&B
  - Dinner at Kyrö Distillery
  - Reducing availability @HUONE (=revenue)

#### Revenue

- No revenue

#### Experience journey

- Exciting invitation to participate
- Convincing staff to take part to the event
- Creating hype
- Sharing memories
- Time to talk in the car
- Experiencing Finnish countryside
- Learning

### Instructional design

- Actively participating
- Being open minded

- Schedule solid but soft
- Creating time to bond
- Car drive+ Cabin

## **Appendix 2. Product: HUONE Staff Event Plan**

Due the growing need to satisfy employees more than with a paycheck, it is not only important to create meaningful reasons for the employee to work but it is also mandatory in today's world. HUONE as a company has always been multicultural and supported family- like take on the leading and managing and now it is even more important to understand it. HUONE is growing worldwide and it makes the company even more diverse. HUONE as a company needs to understand its employees and create meaningful experiences for employees to thrive.

The event plan is a Christmas celebration for HUONE, that is done annually. Authors have used event canvas to create a framework that serves the event as a whole. Authors also supported the main tool with experience theories such as experience pyramid and experience realms due they strong relevance to the topic. Authors have included some employee welfare theories to the thesis to create as cohesive and strong event as possible.

### **Event Program**

Christmas staff event took place after Christmas season in January. In 2018 the Christmas celebration was decided to be held in Jurva, in a small town about 400 kilometres from Helsinki and the team would stay in a big log cabin surrounded by Finnish nature. The place was selected so that it would be close to Iso-Kyrö, where HUONE' s partner Kyrö Distillery is located, so it would be easy to reach. The more important reason to select a cabin in the Finnish countryside was to introduce Finnish culture to the multicultural employee group.

The plan was to drive to the log cabin, so team could chatter and spend some time together while traveling. It was also a great way to coordinate logistics. Every car had a task to accomplish such as getting the cabin ready for others or buy groceries and drinks. Traveling by car was also a great moment to get to know each other a bit better. Employees in cars were selected randomly, so mixing up would occur. Once the team was in the cabin, a social dinner made by everyone else but the kitchen team, sauna and outdoor hot tub was planned to kick start the event in beautiful Finnish countryside.

For Saturday, the team visited Iso-Kyrö and the Kyrö Distillery. It was an educational visit to understand the company's partners' values and also the history of Finland. The idea was to tour around the whiskey distillery and learn the basic methods of gin and whiskey making. The tour ended with whiskey tasting that showcased the products earlier talked about. The whiskey tasting carried on to dinner, that was made in the nearby restaurant,

using local ingredients paired with a gin and buckthorn cocktail, white wine and red wine. After dinner there was a lift back to the log cabin to have a sauna, enjoy outdoor hot tub and have a party.

Sunday programme was winter Olympics. This part of the event was the most important part for the team building and bonding, but also for the educational part about Finnish history and activities. Winter Olympics consisted of 7 different activities, where 6 was done outside and 1 was done inside. There were 8 groups of two that were selected by raffle. The teams created a name for themselves and started creating strategic plan to win the olympics. Majority of the daytime was spent outside and the night was for indoor activities.

Monday daytime was spent cleaning the cabin and starting the journey back to Helsinki. It was important for the team to be actively participating to the creation of the experience. This started from the pre-event organizing, during event shopping of food and beverage to cleaning the cabin. Post event experience was mostly mesmerizing the event and answering the questionnaire once more.

The event program was sent out to all employees so they would become familiar with the designed event journey. This was partly because authors wanted to make the participant excited about the event and create a buzz around it, but also to eliminate surprises that could enable unpleasant situations for the participants. It was necessary to be transparent with the event for all stakeholder groups but also save a little surprise aspect to the event, too.

In this chapter the actual invitation program has been attached (figure 1), not only for the visual reasons but also to bring part of the event to this chapter. The first attachment is the actual invitation that describes the nature of the event and the following three chapters describes the planned program for the event days.

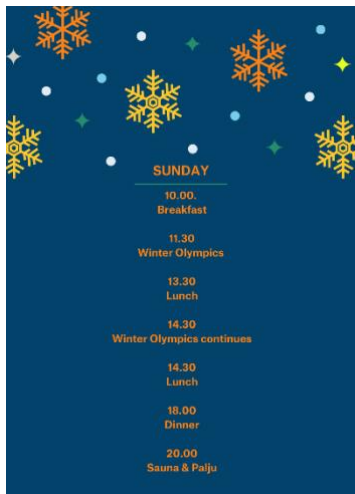


Figure 1: Invitation and schedule of the Staff Event.

### Event Canvas in designing and executing a meaningful staff event

Authors wanted to use a tool that would both create understanding in building a successful event and also a tool that would help to execute it. Not only does it serve the

company in the prototype event, but it also serves as a framework for the future events too. Event canvas is a great tool in creating events in our industry. It can be used in multiple different types of events and it might even work as a competitive advantage for the company. However, event canvas is extremely heavy tool to use and requires extensive amount of work to use effectively.

In the following text all three blocks of the event canvas, frame, change and design, are explained through the observing lense of executing the event as a whole, from before, during and after the event. It should create a clear view for the reader, how event canvas worked for this particular event and answer the questions the reader might have.

In the following text there are three main stakeholders represented. The first party is the event planning team, the second one is the commissioning party HUONE Helsinki Oy. and the third party is the employee group. The most critical stakeholder group is the employee group, since the event is designed for them and it would not take place if they would not participate. Other stakeholders could be mentioned such as Kyrö Distillery, but the most significant stakeholders are the ones previously mentioned.

## **Change**

### **Entering behaviour**

Both authors are working in the company and therefore entering behaviour, that is usually one of the most challenging parts to fill, was somewhat easy. HUONE has a company culture that values strong social connections. For the most part, the culture was created by Evon Söderlund, the founder of the company, whose background is from Malaysia. Hofstede's country comparison, that showcases the differences between countries traits, Malaysia ranks in individualism 37 points lower than Finland. Malaysia's gets 26 points out of 100 in individualism whereas Finland gets 63 points out of 100. This means that Finland as a country appreciates more individualism and Malaysia is more collective society. This is partly the reason HUONE as a company prefers to keep its employees tightly together by throwing many annual staff events, having monthly birthday celebrations and weekly small gatherings. Evon Söderlund has worked hard to make sure that HUONE does work like a family more than a traditional Finnish company.

Having a company culture like this, it is easy to know the entering behaviour of the employees. Authors know all employees well, but some better than others. Christmas season is the heaviest season for HUONE and often that season requires the staff to work



long hours in different settings. After Christmas season the Christmas holidays are greatly anticipated, because the season creates heavy workload, stress and need to stretch.

Although Christmas holidays are both welcomed and needed, the staff is happy to get back to work in January. Start of the year is slow, gradually growing towards spring, so staff can get peacefully back to work, setting their workstations and get organized. Some employees have new ideas they have come across during the Christmas break and are sharing them. Staff still feels the strain from previous season but is feeling cheerful and well rested. Many say their Christmas was filled with food, rest and being with family and friends. They say they feel energized and they look well rested too. Employees are generally happy to see colleagues that are friends, too.

### **Pains**

This part is critical to understand in order to create an event that could ease the pains of the employees. It is easy to empathize with employees of their pains because the authors do feel the same pains as well. Authors need to understand the pains in order to create a meaningful event that can reduce the feelings felt of the event but also to enable better workplace. Authors used empathy map as a tool to create a general understanding how employees feel at HUONE prior to the event. By observing and discussing more into detail with them about their feelings, it helped the authors to anticipate the pains. Empathy map segments were filled with given information.

Before HUONE International was created, HUONE Helsinki was a small company that worked very much like a family. Expansion of the company has forced the idea of the family to change with the company. Getting to know new people, getting to know how they work, what they think, what they do and how they express themselves has created new friendships but also challenges. The employees might feel that they are not part of the team and they don't fit in. Since the company has a lot of new members without any connections to the older staff members this might be a significant pain for the new and old members of staff.

Employees might also be frustrated of spending even more time around work related environment although it is time away from work. Work in the event industry requires a lot of commitment, ability to handle stress and working long hours. This might affect the want to participate to the staff event or it might cause even more stress when the work is being left for the days being away. Being away for several days might cause heavier workload when returning back to work. Work related stress is a huge strain to some individuals to the extent where they carry work back to home.

HUONE's employees go from 19 years old up to 50 years old and over. Cultural backgrounds do affect how employees see the world and how they perceive themselves and others too, but age plays a significant role in this as well. Where as 19 years old intern might only be new to the industry and working life in general, older employees will already be familiar with the dimensions of the industry and work. This creates a natural link to education in the workplace, but might bring in some challenges too.

Younger employees might want to explore the world with the company and do not mind spending several days partying with their colleagues, when older employees with other duties and life aspects might appreciate something else than a multiple day party away from home. Of course not all age segments can be put in the same box, but these are observations done by the authors amongst HUONE employees.

As mentioned earlier in the event industry especially Christmas season is very heavy and consuming. It requires commitment to work and time away from family and friends. Participating to the staff event is another commitment of time. Family and friends might feel that the person gives more time to work related events than to them. A direct quotation from an employee is: "It feels bad to be away from my child". This tells that some of the employees that are attending the event, might carry a bad consciousness by being away. Indeed, it might be even bigger commitment to the employees who have children and also a strain that is being put to the other parent or caretaker of the children.

Employees might be worried that this staff event won't be fun, and there might be a desire to leave home earlier. If we look at Hofstede's country comparison in uncertainty avoidance, meaning "The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these" Finland scores 59, making it a country that prefers avoiding uncertainty. Surprisingly South Korea scored 85 and Thailand 64, making them to avoid uncertainty even more than Finland. Vietnam had a lowest score of 30 followed by Malaysia with scores 36, making them countries that don't avoid uncertainty so much. Although the scores are looking at the nation as a whole, authors look at the individuals working at HUONE. Authors want to include the countries and cultures into creating the event, but this will not outweigh the individuals authors know, despite their background. Although Hofstede gives a general understanding of the nations and dominating cultures, it is clear that the results it shows are stereotypical and simplifying.

As mentioned by the staff members, they are worried that the discussions will turn into work. Also new members of staff might fear that they are not part of the old crew and might start hiding away and not being part of the event. It might be stressful to think spending several nights in a cabin with a big group. Employees might think that they don't have enough their own time and they feel exhausted after the event. There also might be a sense of peer pressure that makes them do things that they don't really want to do. All these mentioned pains can and will affect the expectations, if those are actualised.

### **Expectations**

The company has started hosting staff events from the first year they were operating. Over the years the company has grown from a small start up to an international company that is scaling its business worldwide. This has caused the company to redesign the staff event.

Before the company was as big as it is today and the number of employees was smaller, HUONE has hosted annual staff events overseas. They have visited Lapland, Berlin and Prague to name a few. These events have been very liked amongst the employees and have created meaningful experiences. Trips to overseas do tend to fulfill many segments of experience pyramid. The participants will be motivated to go on the trip, they will have a multi-sensory experience with contrast to their own lives when experiencing new culture, hearing and sharing stories and interacting with the locals. Staff events overseas are very appreciated and well documented not only amongst employees but also the employees personal circle. Staying in Finland in a cabin might seem like under delivering from the employer's perspective.

When we turn expectation to tangible things such as cabin in the nature, outdoor hot tub in the snow and site visit to one of our beverage partners that holds great story of Finnish history behind the brand, it is easy to create value to the event. The tangible expectations have been formed from the invitation, event program and word of mouth, when designing this event. That has increased the level of expectations and also is filling most segments of the experience pyramid.

The staff members have talked several times about their experiences overseas and the events that have happened there. Despite the event being overseas, it has not taken away the importance of being together and being able to bond to each other. In fact, it does seem that it has been the most important part of the event and what the employees have appreciated the most. Many times employees have told stories about doing fun

things together, having important conversations and shared emotions. This connects Morgan Lovell's mind map about different factors that can affect the employee wellbeing that was discussed and explained in the theory part. It explains that social segment is important when taking care of employee wellbeing. It is easy to argue for it, since the company's core element is people and it has always been run like a family. This highlights segments such as community and connection amongst the employees.

Hard data would correct our assumptions to right ones and therefore authors wanted to include question of expectations to the questionnaire. Data collected from the employees made authors understand better what really is important to the most valuable stakeholder of the event. Company is in an interesting place, where the company is expanding and new members from different countries and age segments are introduced. Indeed, getting to know each other and spending time together is still seen as a valuable asset of the event, although the company has grown bigger in size. By understanding expectations, authors can both anticipate and predict the exiting behaviour.

### **Exiting behaviour**

For a company that is growing and who has hired a lot of new staff members, authors needed to create an event where it was easy to get to know each other, understand one another and have time to bond. To enable this, it was necessary to create a common ground where employees could relax and have a good time.

As a result of the event the employees were more cohesive, they understood one another and wanted to spend more time outside of work together. Bonding did take place and new friendships were created.

Attitudes were changed, people were better understood, and new cultures were learned. The general team spirit was uplifted, and new ways of communication were found. Employees seemed motivated to return back to work and the work seemed lighter than prior to the event. This showcases that experience tools used did work in favor for the event. After defining the type of event with experience realms, authors took the experience pyramid in use. By understanding and implementing the segments to the event, authors were able to modify the event towards a successful employee event.

Reflecting the answers from the questionnaire people felt happy, appreciated, relaxed, being part of the family and being able to disconnect from work. These answers do reflect the success and goal of the event and explains the gains for the employees.

## **Gains**

The overall event was successful and created both tangible and intangible gains. The most important gain for the event was that there was genuine learning of other people, different cultures and also about the company to an acceptable level. The event was a cohesive experience that created understanding and knowledge of the team members. It also helped the team members to get out of their comfort zone and from their usual group of friends. This was a positive disruption that generated good outcome. This helped the staff to create more connections and gain not only better connection with other team members, but also to gain friendships that goes over the boundaries of work. What might have felt awkward in the beginning was turned into a gain in the end and contributed to the satisfaction levels.

## **Satisfaction**

The most important part was that the time away was meaningful and the event promise was fulfilled with a solid, well-balanced program that was designed to support wanted gains of the event. Team building and bonding was rated as the highest gain and worked as a bridge to the overall satisfaction for the event.

The event was successful to the extend were employees are willing to be part of this kind of event again in the future. Expectations were met and the event was different from previous events. It offered ability to relax but also activities and time to get to know each other and bond. Because of the multicultural company, authors wanted to make sure that all the cultures were reviewed and taken into consideration when planning this event. Not only because authors wanted to learn from each other's origin, but also to make sure that the event was done in a respectful matter for all the participants.

## **Frame**

### **Commitment**

This part places a significant role in the designing of the event. Commitment is the most valuable part that the employee can give towards the event. Commitment has several segments that is equally as important part for employee. Authors need to understand commitment in order to create meaningful event and that time away was well spent.

Commitment means that it is a compromise from another part of the employee's life. That might not only add stress to the person's both personal life and work life, but it also means that he or she might be away from other meaningful events from his or her life.

Event industry is a consuming industry to work in. Just like mentioned before, hours are long, in high seasons the days are extensive and work-life balance is off. Working in events is highly stressful and employees must be able to adjust to the current situation at work. Needless to say, sacrificing more time for work related event it is a commitment from the employees' part. It is also time away from family and friends, important personal events and personal space and time. When work-life balance is off for a long time, it can and will affect the overall wellbeing and performance of the employee. This one is important to identify as one of the core elements in employee wellbeing.

Time as a commitment does not only touch the employee's personal life but also the work life. This staff event is planned from Friday to Monday, which means the work will remain undone until returning back to work on Tuesday. Heavier workload might affect the motivation and cause stress when turning back to work.

Commitment is not only what the employees must give when being away from normal life. By participating in the event, employee commits to socialize amongst the team members, being a co-creator of good spirit and participating in group activities. It is not completely in the employees' hands to decide whether to participate or get involved, but this will affect in a positive way to the overall return of the event.

### **Return**

Return is a short-term result that is linked to the overall satisfaction to the event. Gains that were mentioned before reflects more long-term results.

When designing of the event it was important to look into the experience pyramid to understand and create an event that would result in both short-term returns and long-term gains. Although long term gains might seem as more important, they cannot be created if the returns aren't met successfully.

Immediate returns from the event were things such as being catered throughout the event, being able to socially connect better and chat and take part to the program.

Accommodation in the idyllic countryside cabin with an outdoor hot tub and visit to Kyrö

Distillery are also counted as returns, a payback to commitment that the employee is willing to do when attending to the event.

Return can be both tangible and intangible and it is up to the participant's own subjective experience which one s/he appreciates more in general or in that specific event. Authors also must appreciate the fact, that due to its subjective nature, it might be that the listed elements are not elements that serve some employees. This lack of successful pool of returns might affect the satisfaction and gains of the event as a whole.

### **Cost**

In the cost section, there is only one stakeholder segment that is in charge of the cost of the event. Employees that are the participants of the event do not have to take part of covering any costs that holding the event will generate. Of course, the participants might have their own needs and wants during the event, such as smoking, that they will cover themselves. Since it is a personal matter, we did not take this part into the cost segment.

The cost structure holds different cost dimensions for the only stakeholder that is responsible for covering the cost, that being the company. First part of the cost is direct cost that includes the cost of accommodation, food and beverage, transportation and outsourced events such as dinner, drinks and souvenirs at Kyrö Distillery.

The indirect cost to the company that still can be a significant cost channel is reducing the opening hours and ability to take paying customers in during Friday, Saturday and Monday, the active business days. Although the timing of the event is designed to be during the low season where it is more likely to be quiet, it is still a risk that multiple events or one big event would request a quote and what the company would have to turn down due scarce man power.

HUONE has taken these cost channels into account. Staff event is in the company's annual budget and the company has also booked part-timers to work during the days being away to make the staff event cost as little as possible to the business in revenue.

### **Jobs to be done**

There were several jobs to the different stakeholders of the event. As mentioned earlier, jobs to be done can categories different segment needing to do a certain group. HUONE

as a company being one of the significant stakeholder group and responsible for planning the event, needed to understand what jobs were vital to be done.

HUONE needed to solve the functional jobs of the event, such as how to transport 19 staff members into a remote cabin, how to book a transportation from cabin to Kyrö Distillery and back, booking a tour, tasting and dinner at Kyrö Distillery, how to get food and beverages for the event, who will coordinate the different functional segments of the event and who will coordinate the business operations while staff is away. The Eisenhower Matrix (table 1) was an important tool when designing the functional element from jobs to be done.

Table 1: Eisenhower Matrix.

	URGENT	NOT URGENT
IMPORTANT	<p>ACT SHORT TERM EFFECT</p> <ul style="list-style-type: none"> <li>• Delegate and coordinate sudden changes prior to event day: who is responsible for what job</li> <li>• Coordinate and book transport to cabin and Kyrö distillery</li> <li>• Checking the third-parties (that everything is OK)</li> <li>• Delegate duties and tasks for different cars</li> <li>• Schedule part-timers to work</li> </ul>	<p>SCHEDULE IMPORTANT FOR LONG TERM GOALS</p> <ul style="list-style-type: none"> <li>• Make sure that event is well coordinated from start to end</li> <li>• Taking care of work emails, coordinating and operations</li> <li>• Explaining and training the part timers how to cope in operations</li> <li>• Announcing to customers that HUONE responding time is limited</li> </ul>
NOT IMPORTANT	<p>DELEGATE UNNECESSARY AND IRRELEVANT</p> <ul style="list-style-type: none"> <li>• Interruptions and disruptions by the Operations of HUONE.</li> <li>• Coordinate the prepping prior to staff event</li> </ul>	<p>DROP BUSY WORK AND TIME WASTERS</p> <ul style="list-style-type: none"> <li>• Add on ideas for the event by others</li> </ul>



	<ul style="list-style-type: none"> <li>• Coordinate work in teams prior to event</li> </ul>	<ul style="list-style-type: none"> <li>• Complicated and too fancy ideas for the event execution</li> </ul>
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The staff event has a very strong social segment too. The stakeholder group that is part of the company event wants to make sure that the most important segment group, that being the employees, will be given the needed tools to participate actively in the event. The agenda of the event is to create an event where employees can be excited, relaxed and get to know each other over free time and group activities. This also serves as a promise for the event. This is social, emotional and functional activity.

### **Promise**

Authors wanted to create an event where the employees could mostly sit back and relax and where almost everything would be done for them. However, it is an important part in generating experience, to be actively part of it.

To create value for the employees and a reason to take part of the event, authors wanted to communicate the staff event as a mini vacation. Long weekend in a cabin, tucked away in the remote Finnish nature, private outdoor hot tub (also known as Palju in Finnish), wine and dine and an exclusive experience at Kyrö distillery created a sense of exclusivity and luxury, but in a down-to-earth matter.

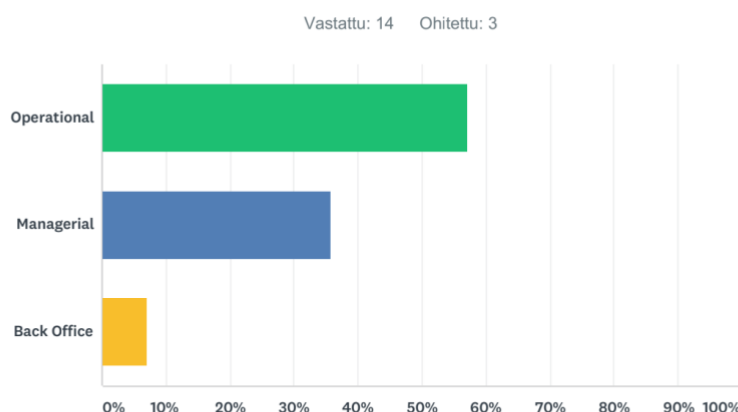
Also, a very important part of the promise was to introduce all cultures present and learn a sustainable matter to work and communicate with each other by getting to know each other better. People's identity can be partly tied to the work they do and giving employees a common ground to freely reflect to work can also make others understand the pains and gains of the person. By understanding this knowledge, it can potentially dissolve pains and create gains in the working community.

Communication in multicultural environment can be and is demanding. In order to create a sustainable working environment, in a multicultural environment means that all stakeholders take responsibility in learning new ways of communicating and understanding different habits. For instance, in Finland, people are known to be very punctual, whereas Asian people might be more relaxed with the timekeeping. Therefore, it is important to know both cultures and its' habits, but also create a company culture that stages what kind of behavior is acceptable.

HUONE values are people, planet and profit. HUONE is proud for its employees and is taking care of them not only in different annual staff events, but also a very comprehensive health insurance. HUONE understands that also without planet, there will be no business and business doesn't thrive without profit. Authors wanted to make these values to come up in the theme, especially the people part. Of course, it is much more environmentally friendly to travel inside the borders of Finland on land, than to abroad in the air.

The ultimate promise of the event is to enhance the communication and understanding of one another. Authors knew that where multicultural working environment created value to the company and its employees, it also created challenges. How people perceive things differently, how people communicate, what different cultural habits people have and how to avoid misunderstandings between people and departments was authors to answer in the form of an event.

### Q9 Your position in the company



VASTAUSVAIHTOEHDOT	VASTAUKSET	
Operational	57,14%	8
Managerial	35,71%	5
Back Office	7,14%	1
YHTEENSÄ		14

Figure 2: Position in the company.

Also, other promises were made. Break down silos between departments, make flat hierarchy even flatter. To give an understanding of the company employee division between departments during the time of the event, one can see that operational part is the biggest by 57,14% (figure 2), covering kitchen, hosts, sales and coordinators. Managerial part and back office being calculated as one, covers together 42,85%. Creating a

meaningful learning experience not only of the surrounding tangible parts but most of all, intangible important emotional parts were on the agenda too.

## Design

### Experience journey

Experience journey was easy but very important part to create, if not the most important part. This is the slot that sums up part of the other blocks from event canvas. Experience as talked in the theory part was important to both understand and execute successfully. By understanding experience journey, it can create a higher success rate of the event.

The experience journey started for this event long before the first physical evidence of the event itself. The company asked for the most suitable time to execute the event, so it would secure the highest level of participants. Below you can see the answer for 2019 event. The question was similar than in the following picture.

The question was, when would be the best time to have a staff event (figure 3). As anticipated from previous years answers, one can see that still the most popular time to have a staff event is in January by 66% from the answers given. The arguments given for this result was that it was after the busiest time of the year, that being December and also during the slow season, that being January.

### Q13 When would be the best timing for a staff event?

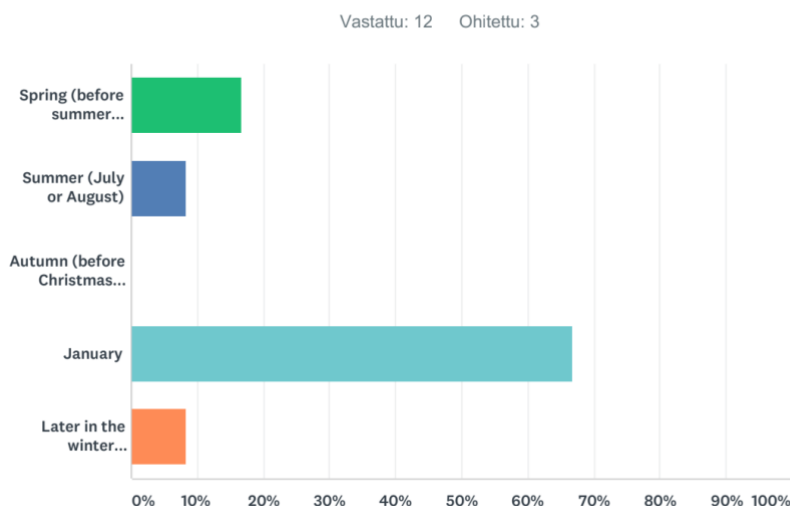


Figure 3: Timing of the Staff Event.

It is important to take into consideration of the right timing for staff event. With the timing right, it is easier to start building up a cohesive and appropriate theme and activities for the event. The program for 2018 staff event was a Finnish countryside cabin with Kyrö Distillery visit and Winter Olympics.

After the time was set, the talk of the event started rising amongst the employees. This created an organic hype around the event, but it also created expectations and anticipation. Previous year the company had taken employees to overseas and this was the first year the company decided to stay in Finland. This of course for some was a disappointment although it did not come up as much as first thought.

The employees received an invitation by email including the trip information and the program. It also gave instructions to how to be prepared for the trip and what to expect. From that email sent, it created more buzz around the event.

One of the most important experiences happened surprisingly in the car. The employees were mixed, so people from different departments would travel together. Driving in the car was a good and calm place to get to know each other. This was an intended move so people would mix up and start breaking out from the normal behaviour.

Different cars were given different tasks. They also left at different time from HUONE Jätkäsaari. According to the work situation the cars left at different times when employees were ready with work. The car that left first took care of the food shopping, the second car took care of getting the cabin ready and the third car would take care of beverages. The food and beverage needed was already calculated beforehand. The fourth car left the last and closed HUONE and drove straight to the cabin. This is an important part, because in order to make experiences meaningful, for this event it was important to make employees part of the creation of the event.

Once the tasks were done and employees were happily at the cabin, one group took care of food, other group took care of the outdoor hot tub and sauna. It was important that with the multiple tasks to execute, the feeling remained relaxed and fun. In general people had great spirit and spend a lot of time having meals together, having sauna and sitting in a hot tub outdoors chatting (figure 4).

For this event, as said already before, it was not only important for the success of the event but also meaningful for the employees to be part of the creation of the event and being actively immersed into the experience. All the cooking including breakfast, lunch

and dinner was scheduled so, everyone took part of the tasks given. The only department that did not make food, was the kitchen, so they could really did not have to do what they do every day at work.



Figure 4: Team dinner (photo: Veera Wallendahr).

On Saturday a buss picked up and it was time to learn from one of the most successful distilleries worldwide in Finland and also about a company that HUONE is collaborating with (figure 5). In experience pyramid, learning is one individual segment and what was very good about the visit was that it was a multi- sensory experience. We were able to see, feel, taste, hear and touch during the visit, that was extremely interesting and also strong for creating a memory that lasts forever. After the distillery tour the group did a tasting of Kyrö Distillery product which after dinner and drinks were enjoyed on site before the bus drove the group back to the cabin. Kyrö distillery exceeded expectations and created a good platform for the rest of the event.



Figure 5: Visit to Kyrö Distillery (photo: Veera Wallendahr).

In the evening when everyone had settled a bit from the long visit, the group started to look at the designed picture of HUONE Kamppi, which was in the planning process. This was a very good idea from the company since involving employees in important decisions empowers staff. Taking part, being listened to and expecting and appreciating opinions does help the staff to become more engaged to the company. After this there was time for organic conversations and relaxation, so people would be able to do what they wanted to do.

Sunday was the last active day of the event where the Winter Olympics took place outdoors (figure 6). For this part of the event, the most important part was to create interaction and trust amongst employees. The pairs were selected by raffle and there were seven games which six of them were played outside. The games required trust, speed, strategic thinking and creativity. Things that the company wants to enhance in the company culture too. This part was particularly important to creating new links between employees. All had a lot of fun and bonding was definitely a big part of the event. This created a bridge for the evening program.



Figure 6: Winter Olympics (photo: Veera Wallendahr).

Last game of the event was in the evening after dinner and sauna and a hot tub. Everyone gathered together into a ring, all mixed up. The idea was to say something nice of the person who was sitting on your left-hand side. It actually took for couple of hours to complete the ring but that couple of hours really closed beautifully the event itself and the creation of the experience made by all of the participants. There was a lot of tears and laughter and good stories and interruption, because so many wanted to say nice things about each other. Even the new members got really into the game and some people were very honest and ready to give out a big part of themselves. This was the most important part of the event. It did change attitudes amongst the employees and also towards the company. If it is not too bold to say, it did create a mental change that is the peak off the experience pyramid. Authors as event designers wanted to reach that point but that is something that cannot be forced but to let happen organically.

Monday after breakfast all took part for the cleaning of the cabin and started to head back home. Employees were happy and tired. Some were more eager to get home soon and some could have still stayed a bit longer. Car drive was once again long, but it was a good place to reflect on the event and answer to the questionnaire sent out by the authors. The

cars were mixed up again so new group of people would drive back home with their own stories to share.

The experience journey is very much linked to the instructional journey and cannot be completely separated from it. In the next part there will be an explanation of the instructional part that will closely follow experience journey.

### **Instructional design**

The instructional design is very closely tied with the experience journey and they link together through the type and theme of the event. The most important part of the event was to create a common ground for the employees with no status or a label on their chest to state what was their profession, task and duty. Authors wanted to strip all that away, so everyone could have neutral environment to get to know each other and bond. Authors wanted the employees to learn from one another and hopefully through that as a side product the team spirit would be increased to an even better level.

Authors created space and time for the organic conversation to start. Authors secured time together such as the car drive and free time at the cabin and authors also wanted to mix up the groups. Knowing that people do tend to seek familiar company the cars were mixed up so employees that are already friends would not travel together.

Authors wanted that the cultures were mixed up. Another important topic of the event was to learn from different cultures so we could understand people's' ways of behaving and communicating. This also was taken into consideration when Winter Olympics games took place on Sunday.

When authors reflected the given information from the questionnaire and the verbal interviews it was quite clear that although multicultural working environment does empower people and brings value to the company, communication, values and habits can also be seen as a strain. Authors wanted to change the attitudes towards the difficult communication, so authors created a platform, Winter Olympics, where people needed to mix up once again and make an effort to understand and communicate effectively and learn from one another.

As a conclusion, although most of the blocks were very important for the authors to seek relevant information and also to understand the employees and the event correctly, the design part helped to take into consideration what should be done and how it can be done



in order to create a meaningful staff event that created an experience and a memory. Without the help of this it would have been very hard to reach the success rate of the event. In the result and discussion part authors dive deeper into reflecting the canvas as a tool for creating the event and much more. This particular event was very meaningful for the company and authors showcased this event as a prototype to the company to keep the tool in mind for future events and also in the everyday practise.

Next picture represents the framework the authors have created for HUONE Helsinki Oy (table 2). Tool was created after the findings of the prototype event and after using event canvas and other theories for designing the event. It is a tool that helps the event planner to create a meaningful staff experience for everyone at the company. Frame part represents the core keys for staff event. Those areas are length and place, theme, activities and food and beverage. Type part represents different examples of themes to consider when designing the event. Event planner can with this tool mix and match the different blocks, to help to create a cohesive and enjoyable experience. What to consider part is a tool to remind the event planner to consider everyone as an individual level. To create a meaningful staff event, it requires an even plan that suits, for the most part, for everybody.

Table 2: HUONE Staff Event Framework

<b>FRAME</b>	<b>TYPE</b>	<b>WHAT TO CONSIDER</b>
<b>Length + Place</b>	One day vs. several days  In Helsinki, Finland or Abroad	What type of event secures the biggest amount of participants.  Ability and willingness to take part of the event.
<b>Theme</b>	Creative  Meaningful	Consider theme that the employee benefits from.  Should create added value to the event and the company. No forced participation.  Should not demand too much preparation from the participants.

	Hassle-Free	
<b>Activities</b>	<p>Active participation</p> <p>Intellectual involvement</p> <p>Emotional involvement</p> <p>Passive participation</p>	<p>Consider everyone's ability to participate e.g. staff with injuries.</p> <p>Activity that would motivate and teach a new skill e.g. pottery class.</p> <p>Ask opinions, needs and wants of staff. Always create space for bonding.</p> <p>Celebrate the art of doing nothing. Sometimes heavy work requires downtime and space just to sit back and relax e.g. concert, movie, circus.</p>
<b>Food and Beverage</b>	<p>Cater for everyone</p> <p>Always include</p>	<p>Remember allergies, special diets and preferences e.g. non-alcoholic beverages</p> <p>Can be passive or active e.g. restaurant vs. cooking class</p>

### Appendix 3: Questionnaire and interview layouts

## **Questionnaire I**

Introduction:

Thank you for taking part on our research!

Please read the instructions below and let us know if you have any questions. Our contact details can be found at the end of this note.

This survey's purpose is to help us learn about raising the work motivation and cultural understanding in work life by organizing staff events. The results will be used in a bachelor thesis we are writing for Haaga-Helia University of Applied Sciences. We ask you to fill this survey two times: before and after the event. The first part (questions 1-8) we ask you to fill identically on both times. The second part will be filled before the event and the third part after the event. The survey will take circa 10 minutes to finish on both times. Please answer as honestly and clearly as you can. Your answers will be used only for our study and your name will not be published in the final work. The answers are confidential and will be handled only by us. If you wish you can also participate by only giving us a nickname, we just ask you to keep it the same in both surveys!

**THIS IS THE FIRST SURVEY.**

After the event we will send you the survey again.

We ask you to answer all questions by choosing the right option. Some of the questions will be multiple-choice questions, some will have a scale for you to use and in some questions we will be asking you to tell us a bit more in your own words.

Thank you for answering the questions!

With love and gratefulness

Anne & Veera

1. Your name or a nickname

2. Gender

- Male  Female
- Other

3. Age

- 15-19  35-39
- 20-24  40-44
- 25-29  45-49
- 30-34  More than 50 or 50

4. Nationality

5. The country or area where you were raised up

6. How long have you been in Finland?

- Less than 6 months  5-6 years
- 6 months - 1 year  More than 6 years
- 1-2 years  Native (pretty much all my life)
- 3-4 years

Other (please clarify)

7. How long have you worked in HUONE?

- 0-3 months  2-3 years
- 4-6 months  More than 3 years
- 6 months - 1 year

Other (please clarify)

8. Please tell us three things or facts you know about Kyrö Distillery

1)

2)

3)

9. Your position in the company

- Operational  Back Office
- Managerial

Other (please specify)

10. What are your expectations for the Staff Event?

1)

2)

3)

11. Could you name some Finnish habits in your working place that are strange to you?

12. Name two positive effects, two negative and two surprising effects the different cultural backgrounds have caused in HUONE work environment.

Positive:

Positive:

Negative:

Negative:

Surprising:

Surprising:

13. How comfortable are you with deferring to greater authority, hierarchical or social? Rate yourself between 1 and 5.

- 5 - Total deference is normal. People should in general respect and obey their superiors.  2 - More comfortable with lack of deference.
- 4 - More comfortable with total deference.  1 - Total lack of deference is normal. No one is better than anyone else and nobody should have more power than anyone else.
- 3 - Evenly Split / Can't Decide

14. Which do you believe in more: conforming to community values or being personally responsible for your own success and achievements? Rate yourself on a 1-5 scale.

- 5 - I made myself who I am today. Every person has the right to do whatever they want with their lives. No one can judge.  2 - Believe more in collectivism or communitarianism. Every person has some responsibility to others.
- 4 - Believe more in individualism. Every person is mostly accountable only to themselves.  1 - No one makes it on their own. We all owe a duty to each other.
- 3 - Evenly split between the two extremes.

15. Do you feel a strong need to have every part of your life organized and planned, or do you feel more at home in free-wheeling, spontaneous, even chaotic situations? Are you comfortable with disorder and surprises, or do you insist on meticulous organization and hate accidents? Rate yourself on a 1-5 scale.

- 5 - I have the next several years of my life meticulously planned. Work life should have basic rules of discipline that people must adhere to.
- 4 - Preference for a very high degree of organization and planning.
- 3 - Evenly split between the two extremes.
- 2 - Feel at home in loose, spontaneous, free-wheeling situations.
- 1 - I never waste time trying to plan my days, my life, my vacations or even what I am going to wear. I accept luck and chance and I always try to live life in the moment and enjoy every bit of it.

16. Do you feel that an adult should be assertive and energetic so as to acquire a maximum of material comfort, social status and prestige, or do you think on the contrary the most important thing in life is to be a part of community and an extended family and that the best way to achieve this sense of community is to be tolerant, relaxed, loving and non-aggressive?

- 5 - I have a very strong need to strive for material success and professional prestige, even if it means that I may develop enemies and become estranged from other groups of people.
- 4 - Have assertive drive for material comfort and status.
- 3 - Evenly split / Can't decide
- 2 - Being part of a community and not striving too much for money or status is best.
- 1 - I don't care at all about money or status. Deep down everybody's the same anyway. What's important is being loved and helping other people.

17. Is your conception of time "monochronic", in which time is perceived as linear and it is best to do just one thing at a time, or is your conception of time more "polychronic", in which time is perceived naturalistically and people are comfortable doing several things at the same time, and in which people and human relationships are more important than clocks and schedules?

- 5 - When I am at work I try to make every single minute count. Effective time-management and precise, disciplined scheduling are the hallmarks of the superior executive. I detest colleagues who are habitually late to meetings and late with projects.
- 4 - Prefer tight schedules and no tolerance for lateness.
- 3 - Evenly split / Can't decide
- 2 - Prefer open schedules and accept that some lateness is just part of my business.
- 1 - I don't plan anything. I just show up. When I'm at work I always try to do the most sensible and important thing until its done, but often I am interrupted and have to answer urgent requests. It is important to be able to deal with disruptions and delays without getting upset. It is also good manners to show other people that they are more important than your schedule.

18. How do you feel about displaying emotion or anger while at work?

- 5 - I never display emotion or anger at work. People who shout and cry at work are just acting like babies. Emotion can be absolutely fatal at work and can destroy years of work in an instant.
- 4 - Emotion is inappropriate at work.
- 3 - Evenly split / Can't decide
- 2 - Some emotional display at work is normal.
- 1 - I only get angry when I deal with idiots. Unfortunately, that's about 50 times a day! I do get angry when necessary with subordinates, colleagues, customers, or even strangers.

19. What do you think is the most appropriate way of understanding professional and financial success - purely a matter of individual effort, or largely a matter of inherited social privileges and luck? Rate yourself on a 1-5 scale.

- 5 - Success is purely a matter of desire, effort and discipline. There is no such thing as bad luck. Anybody can rise to unexpected levels of success if they simply believe in themselves and devote themselves unceasingly to work, work, work.
- 4 - With effort anyone can rise in the world.
- 3 - Evenly split / Can't decide.
- 2 - The constraints of socio-economic status, inherited capital and biology are very strong, and the influence of luck or fate is often the key factor in a person or a company's success.
- 1 - Success is largely a matter of fate, environment, inherited genetic talents, and fortune. Those people who claim success is due to desire and discipline don't understand how fortunate they were to be born with desire and discipline -- and they usually underestimate the benefits they inherited from their parents, too.

## **Questionnaire II**

Introduction:

Thank you for taking part on our research!

Please read the instructions below and let us know if you have any questions. Our contact details can be found at the end of this note.

This survey's purpose is to help us learn about raising the work motivation and cultural understanding in work life by organizing staff events. The results will be used in a bachelor thesis we are writing for Haaga-Helia University of Applied Sciences.

We ask you to fill this survey two times: before and after the event. The first part (questions 1-8) we ask you to fill identically on both times. The second part will be filled before the event and the third part after the event. The survey will take about 10 minutes to finish on both times. Please answer as honestly and clearly as you can. Your answers will be used only for our study and your name will not be published in the final work. The answers are confidential and will be handled only by us. If you wish you can also participate by only giving us a nickname, we just ask you to keep it the same in both surveys!

**THIS IS THE SECOND SURVEY.**

No worries, after this we will NOT send you any more surveys.

We ask you to answer all questions by choosing the right option. Some of these questions will be multiple-choice questions, some will have a scale for you to use and in some questions we will be asking you to tell us a bit more in your own words.

Thank you for answering the questions!

With love and gratefulness

Anne & Veera

1. Your name or a nickname

2. Gender

- Male  Female  
 Other

3. Age

- 15-19  35-39  
 20-24  40-44  
 25-29  45-49  
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4. Nationality

5. The country or area where you were raised up

6. How long have you been in Finland?

- Less than 6 months  5-6 years  
 6 months - 1 year  More than 6 years  
 1-2 years  Native (pretty much all my life)  
 3-4 years

Other (please clarify)

7. How long have you worked in HUONE?

- 0-3 months  2-3 years  
 4-6 months  More than 3 years  
 6 months - 1 year

Other (please clarify)

8. Your position in the company

- Operational  Back Office  
 Managerial

Other (please specify)

9. Could you tell us 3 things you learned about the Kyrö Distillery?

- 1)  
 2)  
 3)



10. Name two positive, two negative and two surprising things about Sunday program.

Positive:	<input type="text"/>
Positive:	<input type="text"/>
Negative:	<input type="text"/>
Negative:	<input type="text"/>
Surprising:	<input type="text"/>
Surprising:	<input type="text"/>

11. Your grade about the different parts of the program.

	Kyrö Distillery	Accommodation	Sunday program	Food
Please choose the right option	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

12. Tell us the best and worst part of the event.

Best:	<input type="text"/>
Worst:	<input type="text"/>

13. When would be the best timing for a staff event?

- Spring (before summer holidays)                       January  
 Summer (July or August)                                       Later in the winter (February - March)  
 Autumn (before Christmas crazyness)

Other (please specify)

14. How likely is it that you would recommend this company to a friend or colleague?

NOT AT ALL LIKELY											EXTREMELY LIKELY
0	1	2	3	4	5	6	7	8	9	10	

15. Do you have any other comments, questions, or concerns?

16. Would you like to suggest some improvements?

## **Pre-event Interview**

- What kind of events have been held before?
- What have been the pains of those events?
- What hopes and expectations you have for the events?
- What has been the general mood of the events?
- What gains have you gotten and what would you like to achieve?
- What type of event have you thought about? General outline for the budget?