



Football camps as a new service business idea for Böda Sand Camping

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The assignment for the thesis came from international project called VISIT. VISIT stands for of Versatile Islands Cooperating for New Services and Innovation in Tourism. The goal of the project is to create new innovative services for small and medium enterprises in the tourism field on European islands. The main goal of the thesis was to create a business plan for a new service idea developed as a solution to the camping company called Böda Sand, on how to prolong the high season. The new service idea was born during intensive study program on Öland where the authors took part in May 2019. The second purpose of the work was to pilot video material in the thesis, as it is the first time hospitality management students include video material into thesis.

Knowledge base and theory used in the thesis is about business plan, business idea, business model canvas, service logic business model canvas and digitalization. Authors used a questionnaire as a quantitative research method and interviews as a qualitative method to collect data to create a business plan. The goal was achieved by authors first familiarizing themselves with the theory of the subject and then gathering information from the company and potential customers. The outcome of the thesis is a new service idea described by service logic business model canvas.

Results of the empirical research indicate that the idea of organizing football camps in Böda Sand is realistic. The location of Böda Sand is not very convenient for football clubs from Finland or northern Sweden, but football clubs from southern Sweden and possibly clubs from Denmark could find the possibility of organizing camps in Böda Sand as a viable option. Böda Sand Camping has all the necessary facilities for organizing football camps which could lead to a new customer segment and solve the problem of the short high season. To start with a new service idea in action, the authors propose Böda Sand to contact the local football club and discuss about possible cooperation. As Böda Sand does not have a proper football field in the camping site, cooperation with the closest football club would be necessary. Another suggestion is to translate the website to English as at the moment it is only in Swedish. This limit the customers only to Swedish football clubs and international clubs cannot find the option for arranging the camps.

The business idea of the thesis can be modified for different sports and age groups. For example, a kayak camp for seniors or swim camp for children are possible. 6-0! is a football project which is funded by Erasmus+ and it is a good benchmark for football camp service business idea. The idea of the project is to get seniors moving through football and it can be implemented for elderly who would not need a bigger football field. The data of the thesis can be beneficial for different concepts.

Keywords: business plan, service logic business model canvas, new service, video

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1 Introduction

The assignment for the thesis came from international project called VISIT. VISIT stands for Versatile Islands Cooperating for New Services and Innovation in Tourism. The goal of the project is to create new innovative services for small and medium enterprises in the tourism field on European islands. VISIT arranges intensive study weeks for students during the project in five different countries. The new service idea was born during intensive study program on Öland where the authors took part in May 2019. The service idea was developed for company called Böda Sand Camping. Böda Sand is contented with their amount of overnight guest during the high season, but the biggest problem is the shortness of the high season. New service idea is to offer facilities for football clubs to organize their encampments in Böda Sand Camping during spring and autumn. Football clubs as a new customer segment would be potential, because Böda Sand has the facilities for the camps.

The main goal of the thesis was to create a business plan for a new service idea developed as a solution to the camping company on how to prolong the high season. The outcome was the new service idea described by service logic business model canvas that excludes two parts: cost structure and revenue streams. The writing and research of the thesis will benefit the project members of VISIT that will develop further the business plan for the company. With new service idea Böda Sand will get new customers, prolong their high season and grow their profit. The authors second goal is to use video material as an implementation part and use video diary as a self-reflection for learning. Thesis is a pilot version, because it is the first time hospitality management students of Laurea University of Applied sciences included video material into thesis. Laurea UAS will benefit from this pilot to test if video focused thesis can be used as one alternative in the future. Authors used a questionnaire as a quantitative research method and interviews as a qualitative method to collect data to create a business plan. SWOT analysis is used to describe the potential of the new service idea.

After introduction, thesis continues with chapter two, where authors describe the project, the company and the island where the company is located. Chapter three is theoretical background about business plan, business idea, service logic business model canvas and digitalization. In fourth chapter, authors describe implementation of the project which are the video interviews, video diary and a survey. The last chapter includes outcome of the thesis, the business plan itself, SWOT-analysis and the conclusions.

2 Description of the VISIT project and the company

In this chapter, VISIT project, location and the company will be introduced briefly to give an outlook to the background of which the thesis is made of. Authors of this thesis participated in intensive study week on Öland in May 2019 with the VISIT project. During that week they made remarks, familiarized themselves with the company Böda Sand, and collected material for the thesis.

2.1 VISIT project

VISIT is an international project which is supported by European Union and it takes place from 2018 - 2021. VISIT stands for Versatile Islands Cooperating for New Services and Innovation in Tourism. VISIT has five partners from five different countries in Europe. When project started, universities involved were Laurea University of Applied Sciences (UAS) in Finland, Linneaus University in Sweden, Kiel University of Applied Sciences in Germany, VERN' University of Applied Sciences in Croatia and The University of Ioannina in Greece. Laurea UAS is the coordinator of the project and the person in charge is Kristina Henriksson. (VISIT. Implementation plan 2018, 4.) Later, Robert Gordon University in Scotland replaced partner from Greece.

Focus of VISIT project is to create new innovative services and to develop existing ones to the tourism related small and medium enterprises (SME) on European islands. Another aim is to build international strategic partnership between islands and Higher Education Institutions (HEI) for further collaboration. This would provide better conditions for creating new services and providing internships for students on islands after intensive study programs. VISIT will organize intensive study programs (ISP) on islands in each partner's country. Islands where intensive study programs are held are Nauvo-Korppoo, Fehmarn, Vis, Öland, and Paxi-Corfu islands. Objective of ISP is to teach students and SMEs on islands to develop services and strengthen entrepreneurial skills of all. VISIT is also developing an online community with self-study module for SMEs and students, which will give opportunity in the future to develop services in HEI courses with SMEs via online community. (VISIT. Implementation plan 2018, 6.)

2.2 Öland

Öland is an island in east-south part of Sweden and it is the smallest province of the Kingdom of Sweden. Öland has been popular tourist destination among Swedish people starting from the mid of 19th century. It became popular after former Queen Victoria build her royal summer residence Sollidan on island next to Borgholm. The Swedish royal family still spends their summer vacation there and people living on Öland celebrates Crown Princess Victoria's birthday together with her on 14th of July every year. Öland is a very diverse island and it is known for it is long sandy beaches, the unique flora and fauna, the World Heritage Site on Southern Öland, stone quarries, alvar plains and ancient fortresses. (Öland Tourist Office 2019, 2.)

According to Swedish data base (2018) Öland's population is 25 921. In 19th century Öland used to have 2000 windmills and now there is 350 left. Öland is connected by 6km long road bridge to the mainland and the city called Kalmar. As a popular summer holiday destination for Swedish families, there can be found different accommodation opportunities such as holiday cabins, cottages, chalets or camping possibility in one of the 25 different camping sites. In Öland there is many activities and attractions. Besides the royal summer residence Sol-lidan, tourist can visit Borgholms Castle, Eketorp Fortress, the Gettlinge burial ground, or UNESCO World Heritage Site 'Stora Alvaret'. For kids there is Amusement Park, a corking amusement park and features a water park and 'Pirate Park'. (Visit Sweden 2019.)

2.3 Böda Sand

Company description is from the interview in chapter 4.2.3 and company's website. Böda Sand beach resort AB has many names, but most people call it Böda sand or Böda camping (Böda Sand's representative 2019). Böda Sand is a camping beach resort located in North-East part of the island of Öland in Sweden. Böda Sand is known as a "paradise for families with children". Resort has many options and space for accommodation such as caravan, different kind of cottages, camping area for tents and motorhomes. (Böda Sand Beach Resort 2019). According to Böda Sand's representative (2019) Böda Sand has 125 cabins for rent and around 1350 camp sites for caravans and tents.

Böda Sand camping is 100% owned by Barkevall family from Öland. The family has been operating the camping area on their own since 1994. Strategy of the family is to continue to reinvest any profits in the company. The family seed this through the development of Böda Sand from a traditional campsite to a fully-fledged holiday resort, a destination. Böda Sand's vision is to deliver best holiday experiences for families. Business concept of the Böda camping is to offer a hassle-free and experience-rich holiday for the whole family, based on high quality, affordable and diverse accommodation combined with all day activities. Böda Sand Camping's service promise is for example that there is nothing that company will not try to arrange or find out, company will not promise anything they cannot keep, and company will have fun together with customers. (Böda Sand 2019.)

Böda sand is open from the end of April until middle of September and full service is from June to end of August (Camping.se 2019). Camping sites' main peak is from the end of June to beginning of August. During middle of September until end of April Böda sand beach resort is totally closed. Böda sand wishes to prolong the peak season and bring more customers outside the main peak season. During the summer months Böda Sand has over 200 employees including the other companies in the camping area. Böda sand itself has around 100 employees during summer's busiest weeks and in low season camping site only has 8-10 employees. (Böda Sand's representative 2019.)

Böda Sand aims to offer a total holiday experience without people having to travel far away, and Böda Sand tries to have a Mediterranean feeling in their service. Böda Sand's target group is mostly families, but Böda Sand attracts senior citizens and people over 25 years old as well. (Böda Sand's representative 2019.) Böda sand is famous for the 20 kilometres long, child-friendly beach with white sand. Camping area has saunas, spa, water park, swimming school and lots of free activities for children daily. During the peak season there is ICA supermarket, café, shops, bakery and two restaurants. Camping area also has a disco for children once a week and other entertainment shows five times a week during the peak season. (Camping.se 2019.) Camping area also has a hairdresser and 9-hole full-length golf course (Böda Sand 2019).

Böda Sand is also famous for a documentary television series which was on Swedish and international television couple of years ago. Television show was called Böda camping and show filmed the most interesting personas among employees and customers during the summers. Show was discontinued due Böda Sand camping's decision, because they did not want the television show to effect on company's reputation. (Böda Sand's representative 2019.)

Böda Sand camping's turnout of the year 2019 was 55 446 000 Swedish crowns which is about 5 313 464 Euros. Operating profit of Böda Sand camping in 2019 was 8 134 000 Swedish crowns which is about 779 492 Euros. Profit of the year 2019 was 4 478 000 Swedish crowns which is about 429 132 Euros. (Allabolag.se 2019.)

3 Theoretical background

In this chapter, theories to support authors' research will be discussed. This chapter will be started with theory of business plan. Business idea will be explained thoroughly as the main point of this thesis is to generate a new business plan for Böda Sand Camping. Theory of seasonality and how it affects tourism business will be described as it is one of the biggest issues of Böda Sand and in the VISIT project.

The thesis is based on service logic business model canvas (SLBMC), and it is a modified version of business model canvas. Service logic business model canvas is used in the VISIT project and in this thesis, because it allows the company to compare changes in current state and business model to new business model canvas ideas and it also presents the aspects from the customers viewpoint. Service Logic Business Model Canvas is an essential part of the VISIT project and innovative part of the business plans. Canvas allows company to compare changes in the business model and because with the plan company targets new customer segment, the customers point of view is added in SLBMC.

3.1 Business plan

Business plan is usually a multi-paged output of the cornerstones of success and factors that effect on company's businesses. To some extent it could be thought that when making a business plan the journey can be more important than the outcome, as you learn while planning and think more critical on paper which may make the business successful or destroy it. (Hesso 2015, 24-25.)

Usually business plan includes a business idea definition. Business plan can be summarised using the business idea with three topics. Business plan includes the products and services the company offers. Every detail should be written open as clear as possible to make sure every possible customer and financier will understand their value-added potential for customers and company. (Hesso 2015, 24-25.)

Explains the logic by which the company gets products or services to the customer's knowledge and purchase. Strategy will be preliminary defined. Customers of the company are defined so that the company will stand out from the crowd. Business idea tells immediately for example financier what the business plan will deal with. In other hand in big organisations it can help communication with employees about the product or service, strategy and customers. (Hesso 2015, 24-25.)

In the literature can be found many business models, but they all have the same functions such as identification of market segments, defining the structure of the value chain for creating the offering. It shows the value proposition and explains the value created for customers. It also estimates the cost structure and profit potential and explains the money income. Simple, logical measurable and meaningful business model is useful to managers for decision-making and for understanding their options in fast-moving and unpredictable environments. (Ojasalo & Ojasalo 2018, 4.)

3.1.1 Business idea

Business idea defines company's own way of doing business and outcome and describes company's success. Recording all information about the business idea is important so others can give feedback. Based on the description it is easier to develop the idea in future. (Viitala & Jylhä 2014, 42.)

Business idea will define company's products, customers and competitive advantages. Business idea is always based on customers' needs and it clarifies how to satisfy the needs. All the company's operations, products, personnel, strategy and the external image the business is seeking should be in harmony and send out the same message. Business idea will not work right if for example personnel's operations does not correspond the quality that the product and market solution seek. (Viitala & Jylhä 2014, 42.)

Concept of a classic business idea was invented by Richard Norman 1977 which sums up the cornerstones of success in three elements. Norman introduced three questions to help making a business idea: for who, what and how. Business idea will be better the more specific and detailed the answers for these questions are. (Viitala & Jylhä 2014, 42-43.)

Question “For who the company wants to sell?” represents the customers point of view. Answer will tell for who and for what purpose the service or product will be produced. What to sell? From Product and service point of view the answer will tell what services or products to produce for different customers. How to implement customer service and how to act? How to take care of personnel motivation, skills and ability to work? Answers will describe how to organize, manage the operations and process. Imago was added to business idea concept afterwards. Imago effects on customers purchase decision as well and success in the competition. (Viitala & Jylhä 2014, 43.)

Defining a business idea includes making decisions. When creating a business idea there are things that must be considered e.g. uniqueness. What new can be offered and what are the things this company is the best at. How the company can get customers from competitors to use their services or products and will new or already existing needs be satisfied. Secondly company should think about customers. Potential customers and their behavior must be known beforehand and make sure company will have enough customers to maintain the business. Business idea’s durability should be considered as is the idea a trend or can it be developed. Company should think about the target market in Europe, nearby area or whole world, what tasks does the organization have and does the entrepreneur need to hire people to help. (Viitala & Jylhä 2014, 43-44.)

Seasonality is still strong in the tourism business. With increasing year-round tourism, it will add sustainability, permanent and full-time employment and increase utilization rates. Seasonal variation can be reduced by developing tourism customers (such as new markets and segments), product offerings and service structures, and innovation at the interface between tourism and other sectors. This requires knowledge enhancement (e.g. digital), collaboration, research and product development. Maintaining a level of service throughout the year is essential. Year-round tourism can be strengthened by developing for example sport tourism. (TEM 2019, 7.)

Increased tourism can be noticed in increased number of trips. People make several shorter holidays between the main holiday periods (summer and winter holidays) throughout the year. City holidays are popular form of a short holiday, because they are easy to implement. The global target group for growing tourism is often very culturally aware and that is why this opportunity should be supported by strengthening the visibility of urban destinations around the world and cooperation between them in developing tourism. (TEM 2019, 7.)

Böda Sand camping's biggest issue is short peak of the high season. The problem could be solved with a new customer segment that camping could target for. This leads to new service idea offering football clubs facilities to arrange a football camp. Longer high peak during the summer would add sustainability, permanent and full-time employment and increase utilization rates.

3.2 Business Model Canvas

The VISIT project uses service logic business model canvas in the business plans for SME companies. SLBMC is modified version of business model canvas and that is why authors use business model canvas theory as a base. In 3.2.5 subchapter service logic business model canvas is explained in more detail.

Business Model Canvas (BMC) is one of the ways to describe business. It is a visual tool, divided into nine sections and it outlines the main features of the company. Business Model Canvas helps to identify and develop key functions. The figure illustrates the interaction between different functions and gives concrete insights into how the company creates and enables value creation for the customer. (Viitala & Jylhä 2014, 51.)

Business Model Canvas is a business plan concept which is used around the world. It is an easy way to describe a company's or any enterprise's idea to make money. With this model business can be described through nine basic points which covers the main areas such as customers, offer, infrastructure and financial viability. The business model is like a plan that can be tested before starting the business for discovering the risks or mistakes beforehand. (Osterwalder & Pigneur 2009, 15.)

3.2.1 Internal processes

Three blocks on the left side of the business model canvas are internal processes which are key resources, key activities and key Partnerships. Key resources are the things without which a company cannot deliver or offer its value proposition, be on markets or even maintain relationships with customers. That is why every business model requires key resources. Key resources depend on the business model and they can be owned or leased by enterprise or earned from key partners. (Osterwalder & Pigneur 2010, 34.)

Key resources can be categorised in four aspects. When company leans on physical assets such as manufacturing facilities, buildings, vehicles, machines and distribution networks, this category is called physical. Good examples are retailers Wal-Mart and Amazon. (Osterwalder & Pigneur 2010, 35.)

Key partners are made up of partners and a network of subcontractors that enhance the success of the business model. Partnerships are acquired for a variety of reasons and are becoming the cornerstone of many business models. The reason for entering into business alliances may be to reduce risk, optimize your business model, or gain resources. (Osterwalder & Pigneur 2010, 38.)

Key activities differ from key resources depending on the business model type. Both of them create and offer value proposition, earn revenues, reach markets and maintain customer relationships. Key activities represent the most important activities company needs to do for it to work properly. They can be categorized in three sections: production, problem solving and platform or network. (Osterwalder & Pigneur 2010, 37.)

3.2.2 Customer strategy

On the right side of the canvas, there are boxes related to the customers and channels to reach them. Successful strategy, which can be created with right elements on the customer segment, channels and customer relationship. When it is known whom business wants to reach with business model, how it is going to be done or in which channels and how relationship is going to be maintained, business plan will be successful.

Segmentation, or customer grouping, is important for customer relationship management and for company's marketing strategy. In segmenting, the company divides the customers and approaches first those who benefit the most from the business of the company. By marketing to the right target audience, the company is able to determine its own market position. (Viitala & Jylhä 2014, 101.)

Customers are the core of the business plan; without them company can't survive for long. Especially without profitable ones. For serving customers better, company should separate them in categories by common needs, behaviours or by other important features. In business model, company can define several big or small groups of customers and decide which group company will ignore. Examples of Customer Segments are mass market, niche market, segmented and diversified. Segmentation helps company to serve and reach customers better. Once enterprise has decided on which customer segments they will concentrate on, business model can be built on a strong understanding of specific customer needs. (Osterwalder & Pigneur 2010, 20-21.)

Customer strategy answers to three questions: to whom, what and how. Customer segmentation is the first step of customer strategy, and it has been done at some point in almost every company. (Figure 1.) The biggest mistake in customer segmentation is, that different departments in companies do it separately. For example, sales and marketing can cooperate well

together in segmentation, but then procurement and product development make their own segmentation and it won't work, because of a different prospective. (Saarelainen 2013, 51.)

Markets consist of different buyers and their separation can be based in traditional way such as their desires, wealth, geographical location, attitudes about buying and habits. All of these variables can be criteria for segmentation, which is first step. After criterias are picked and customers divided, it is possible to estimate the number of customers and evaluate if company's resources are sufficient. First review is usually too optimistic, and the customers' needs to be moved in segments that need less resources. (Saarelainen 2013, 52-53.)

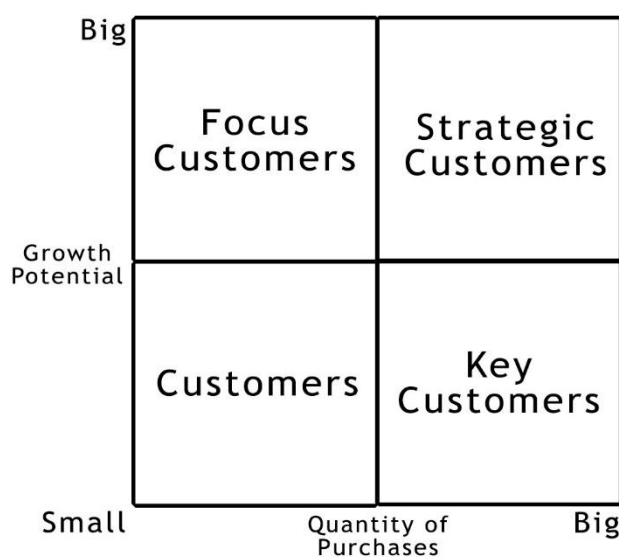


Figure 1: Dynamic segmentation model by business sales. (Saarelainen 2013, 53.)

Products and services must be provided where the customer uses them. Customer processes should be familiar and context appropriate. When thinking about distribution models, company should understand where the customers are and when service or product is needed. Answer to the five questions like to whom, what, how, when and where, will guarantee at least decent success to the business. (Saarelainen 2013, 62.)

Company should define what kind of relationship it wants to have with each specific customer segment. It can be anything from personal to automated and driven by customer acquisition, retention or boosting sales. Customer relationship needs to be picked carefully, because it affects the whole customer experience. (Osterwalder & Pigneur 2010, 28.)

There can be different type of relationships with different customer segments. For example, in personal assistance is based on human interaction. Customer can get help from a real person by face to face, e-mail, phone or by other channel of communication. The deepest and most intimate type of relationship is dedicated personal assistance. In this relationship the

company's representative serves individual customers and usually creates even personal relationships which develops over a long period of time. (Osterwalder & Pigneur 2010, 29.)

In self-service kind of relationship company doesn't sustain direct relationship with customers. All needed means is provided for customers to help themselves. Nowadays companies are increasing community -type of relationship where users can solve each other problems or give advices. Companies maintain online communities and it can even help company to understand their customers better when in community customers are speaking and asking questions. Another very relevant relationship between company and customer is a co-creation. This one is used for example by Youtube.com or Amazon. They can invite customers to write a review and it affects other customers or encourage customer to create their own content for public consumption. (Osterwalder & Pigneur 2010, 29.)

3.2.3 Revenue Streams, Cost structure and Value Propositions

Income streams tell us how a company makes money. The company should evaluate how much the different customer segments are paying for the value they are getting. By finding the answer to the question, the company can create one or more revenue streams for different customer segments. Different revenue streams may have different pricing mechanisms such as fixed list prices, bargaining, auctioning, market dependent, volume dependent or yield management. There are two types of revenue streams: a one-time customer payment or a continuous time-based payment for the use of a service or commodity. (Osterwalder & Pigneur 2010, 30.)

Business model affects a lot on the elements of finance side. Key factors for success can be buying, selling or production. Many costs can come from things company don't expect, but a good manager should find unnecessary costs for improving the revenue. Cost structure shows how fast company can refresh themselves. The bigger is the balance, the harder it is to make changes. Vision without fixed costs, production and human resources can help to see the changes executive board needs to make. (Saarelainen 2013, 82-83.)

A value promise expresses the value that a customer gets when co-working with a company's products or services. Usually it is a complete solution where there are other services or operating models that add value in addition to the product. Value proposition is something company guarantee to the customer to get. (Saarelainen 2013, 41.)

3.2.4 Service Logic Business Model Canvas

Service Logic Business Model Canvas is a result of a study made by Ojasalo and Ojasalo in 2018. Study was made by an empirical qualitative research and as an outcome, they created modified version of original Business Model Canvas by Osterwalder and Pigneur, 2010. Writers main purpose was to create service logic-oriented framework for business model development. (Ojasalo & Ojasalo 2018.)

Business model canvas from 2010 made by Osterwalder and Pigneur worked as a base for Ojasalo and Ojasalo when they created their empirical work and modified version of BMC. Business model canvas is one-page figure made from nine different boxes. Boxes on the left side are related to the internal processes and efficiency, which are key resources, key activities and key partnerships. On the right side of the canvas there is customer segments, channels and customer relationships which are related to the customers and strategy to reach them. In the middle of the canvas are value propositions and as a pillar of the canvas, there are revenue streams and cost structure at the bottom. (Ojasalo & Ojasalo 2018.)

Service Logic Business Model Canvas does not differ from business model canvas by structure, because the original BMC is used extensively. Ojasalos decided to remain the original structure of the canvas with nine different blocks. They designed every block to service logic oriented instead of giving the canvas a new appearance. This way companies can compare these two canvases, it is easier to see the difference between traditional business thinking, and service logic-based thinking. Ojasalo and Ojasalo modified every block of the canvas with questions to see the business from two perspectives: the service provider perspective (from our perspective) and the customer perspective (from the customer perspective). SLBMC can be found from figure 2. (Ojasalo & Ojasalo 2018.)

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Who are our key partners? • What are the roles of our partners? • What resources do we need from our partners? • How do the partners benefit from the cooperation? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the customer experience our partners? • What kind of partnerships does the customer have and how should they be taken into account? <p style="text-align: right;">⑦</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge do we need? • What other material and immaterial resources and tools are required? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge is required from the customer's side? • What other customer's material and immaterial resources and tools are required? <p style="text-align: right;">⑥</p> <p>Mobilizing Resources and Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we coordinate multi-party value creation? • How do we utilize and develop partners and resources? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How can the customer utilize and develop partners and resources? <p style="text-align: right;">⑧</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What value are we selling? • What are the elements of our offering? • What is unique in our offering? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What value is the customer buying? • What are the elements of customer needing? • Which customer's challenges and problems need to be solved? <p style="text-align: right;">②</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How is our offering embedded in the customer's world? • How can we facilitate the customer to reach their goals? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the value emerge in customer's practices (also from mental and emotional experiences)? • How are customer's long term benefits accomplished? <p style="text-align: right;">③</p> <p>Interaction and co-production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How can we support customer co-production and interaction between us and the customer? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What are customer's activities during the use and different use contexts? • What are the customer's mental models of interacting with us? <p style="text-align: right;">④</p>	<p>Customer's World and Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we get a deep insight and holistic understanding of customer's world (context, activities, practices, experiences), their future strategies, and customer's customers' world? <p>From customer point of view:</p> <ul style="list-style-type: none"> • Why does the customer buy? • What kind of benefits does the customer aspire? • Functional • Economic • Emotional • Social • Ethical • Symbolic • If there were no limits, what would be the customer desire for ideal situation and world? <p style="text-align: right;">①</p>
<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What are the costs inherent in our business model? • What are our other sacrifices? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What costs and other sacrifices are required from the customer? <p style="text-align: right;">⑨</p>			<p>Revenue Streams and Metrics</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What is our earnings logic and how is our financial feedback generated? • How can we apply customer value-based pricing? • What else valuable do we get than money? • What are the key performance metrics of our business success? <p>From customer point of view:</p> <ul style="list-style-type: none"> • For which benefits is the customer really willing to pay and how? • What is the financial value that the customer gets? • What are the key performance indicators of customer's business and how are we following them? <p style="text-align: right;">⑤</p>	

Figure 2: Service Logic Business Model Canvas. (Ojasalo & Ojasalo 2018.)

Customer's perspective helps companies to analyze their business based on customer behavior, practices, and experience. In original BMC companies discuss business from their own perspectives even if customers and suppliers' opinion differ significantly. That can disturb companies to success and analyze the business. Reasons for conflict between opinions may be that many value-added issues are often invisible to the suppliers, while value is reflected in customers' daily processes. Therefore, all elements of a business model should be carefully analyzed from both the corporate and the customer's point of view and based on a genuine customer's perspective. (Ojasalo & Ojasalo 2018.)

3.3 Digitalization

Digitalization is important nowadays as most of the customer service is done digitally by email, telephone and social media. Videos were included in the thesis to try out a new way to make thesis. Video interviews of Böda Sand representative include discussion about digitalization, as Böda Sand would like to develop the services into more digital form, such as digital locks for cottages.

When millennium changed, internet came to destroy all the existing work and knowledge about business plans. New companies build their ideas around internet and got a lot of investors that wanted to be trendy, but companies did not make any money. When traditional companies developed themselves after difficulties in the beginning, role of the internet found its place in the businesses. It was integrated to traditional business management, financial control and working processes. After first steps companies were celebrating to making deals by internet, but nobody thought through the invoicing. (Saarelainen 2013, 20-21.)

Communication process has changed a lot nowadays, because of the new technology. Visual images and video improve audience to understand message faster, easier and with high quality. With videos, message narrator can communicate to a broader audience and provide a clear message. New technology and visualization with it strengthen the message. (Murgatroyd 2015, 91.)

People are different kind of learners, someone prefers to read, but there are many different ways of learning for example hearing and seeing. Nowadays there is so much tools for getting most out of doing. Videos can help presenting idea very creatively and get message much deeper to the listener than simple audio. YouTube is a proof with their dominating web usages and being at the moment second-biggest search engine after Google. (Jeffersson & Tanton 2015, 134 - 135.)

With digitalization, making and watching videos has become easier and cheaper. In schools' students and teacher can easily share videos and analyze them in internet and videos has be-

come more popular every year. One of the best uses of videos is expressing yourself, influence and communication. Also, video production produces more information about a person's abilities than written or oral output. Video recording has been found to promote learning by combining theory and practice across all disciplines and students themselves find the use of video in learning processes useful. (Hamk unlimited. 2016.)

Video works as a learning tool and it makes knowledge visible. It is also a good method of reflection as a basis for self-evaluation. Even complex professional job tasks can be evaluated through video recording by dividing the job into smaller entities and designing each competency as job-related. By watching and producing videos, it is possible to promote learning by supporting and priming it with a pedagogical assignment. (Hamk unlimited. 2016.)

Videos can be used to illustrate activities related to the topic being studied. Explaining things with pictures and text alone can be tedious in situations when illustrating an idea or process. Before filming, it is necessary to make a filming plan or a script. A shooting plan is a narrower document that thinks in advance of what the scene might be, what needs to be photographed, and what would be good to get photographed. It needs to be thought in advance which images and angles are going to be in the picture, transitions from one event to the other, and any sound recording, or edition may be needed. (Hamk unlimited. 2016.)

Even if filming in these kinds of situations happens mostly by mobile device without any professional equipment, it is important to pay attention in couple techniques for good quality. Finding right position for filming is necessary and especially steady hold of shooting device. Using of stand is recommended and nowadays you can have one for any device. It is advisable not to zoom when filming in move, because it makes video hard to watch. The most common mistake in mobile shooting is camera orientation: Vertical video does not work as well as landscape because TVs and monitors are horizontal. (Hamk unlimited. 2016.)

4 Project implementation

In this chapter, authors will discuss the project implementation, which are video interviews, video diary and a survey. In every chapter authors open up a theoretical side of the method that was used to explain, why these methods were used in the thesis. After the theoretical part is the outcome of implementation.

After the theoretical parts is the pretesting video interview, which was shot in Kiel, Germany during an intensive week of another project. Pretesting gave authors ideas how to develop the next video interviews in practise that was needed for this thesis. Introduction to the project were given after pretesting video by the authors, and Böda Sand Camping was introduced by a communicator person from Böda Sand Camping. In total three videos were done with a communicator person from Böda Sand camping to get the best answers considering the new

business plan. Two groups of students and also some teachers were interviewed about the project they were doing.

After the video interviews, it was decided by authors to do a survey to football clubs to test the idea and its potential. The survey was made to get more information about the football camps, and if our business idea would be worthwhile. The survey was made on Google forms and shared to football clubs via email. Authors sent out total 250 emails with a link to the survey and got four answers.

4.1 Theory of the interview

Interviewing researcher has to convey a picture of interviewee's thoughts, experiences, feelings and conceptions. Interviews are valuable for research process as it is part of the chain of scientific reasoning. Interviews are above all activities based on language, meaning and concepts and it is important that interviewees use their previous experiences in their answers during interviews. (Hirsjärvi & Hurme 2011, 41.)

Many writers compare interviews to conversations as both include linguistic and non-linguistic communication, which convey thoughts, opinions, knowledge and feelings. Meaning of interview is to collect information and it is predetermined action. Simplest way to define interview is to call it a conversation with predetermined purpose. Interviews like this can be called practical interviews, as those are meant to solve practical issues. In addition, there is research interviews. Information collected from research interviews can be used to solve problems after the information has been certified and summarized by scientific methods. Interview and interviewing can be separated if wanted. Interview refers to wider process and interviewing one-on-one interaction. (Figure 3.) When reviewing research interview attention can be paid to either of these meanings. (Hirsjärvi & Hurme 2011, 42-43.)

In summary, interview part of the research process is interaction which is characterized by the following features:				
1. Interview is predetermined, and interviewer is familiar with the subject of the research in theory and in practice.	2. Interview is started and controlled by interviewer.	3. Interviewer has to keep up interviewee's motivation during the interview.	4. Interviewer knows their own role and interviewee will learn it during the interview.	5. Interviewee must trust the answers will be treated confidentially

Figure 3: Interaction features. (Hirsjärvi & Hurme 2011, 43.)

Differences between interviews arise from the degree of structuring, in other words it depends on how the questions are formed and how the interviewer will structure the situation. (Hirsjärvi & Hurme 2011, 43.) Semi-structured interview also known as theme interview,

which is known as an intermediate form of interview form and unstructured interview. There is no single definition of semi-structured interview. Questions in unstructured interview are same for everybody, but the questions are not tied to answer options which means interviewees can answer to the questions with their own words. Rather than detailed questions the interview proceed with specific themes. This way makes the interviewees' voices heard. (Hirsjärvi & Hurme 2011, 47-48.)

Interview form which is a structured interview is the most used type of interview, where the interview is done by following a form. In the form, the forms of claims, questions and the order of presentation are completely determined. It is assumed that all the questions have same meaning for all interviewees. Hardest part of the structured interview is to form the questions. Interview itself is easy as the questions are done beforehand, and interviewer can mark down the answers during the interview which makes the process faster. (Hirsjärvi & Hurme 2011, 44-45.) All interviews made by authors were semi-structured interviews with open questions.

4.2 Video interviews

According to Cisco, worldwide leader in IT, networking, and cybersecurity solutions company, videos will account for 82% of all internet traffic by 2022. This proves that videos are more and more interesting to the people and videos are used more every year. That is why authors wanted to try new kind of implementation for thesis. One part of the thesis, the video implementation, is a pilot version. In Laurea UAS, there is a possibility to try new kind of ways to do a thesis. In the thesis videos are included and utilized as a part of information gathering, learning and self-reflection by video diary. All the interviews are filmed on video. Authors are testing how videos can be used in this kind of project.

Purpose of the authors was to try different kind of equipment's for shooting, such as video camera, mobile phone and web camera. Every video was planned and manuscript in advance and features in figure 3 were taken into consideration. In video description, first there is a plan and after there is summary about the video, where authors self-evaluate the success and contents of the video. Most of the videos was shoot by mobile phone in motion, but one video was edited of pictures authors took in Böda Sand, because authors wanted to try as many ways as possible to learn handling and editing videos. All the interviews except pretesting video were filmed during intensive study week in May 2019 in Böda Sand. Authors made also a video diary during the writing process.

4.2.1 Pretesting

Before starting to shoot the video material, authors planned pretesting for practising. As in every research, the pretesting should be made for not to make silly mistakes in a real material which is going to be used in the main work. The idea was to test how the videos will be made and what needs to be considered before shooting.

Pretesting was shoot in Kiel University of Applied Sciences during intensive week. It was the best environment to test, because the future videos would be also made in unknown environment to the writers. Also, the interviewee was not known in advance, but just asked randomly to ask some questions. Interview questions were planned beforehand even though the content of the pretesting interview didn't matter for the thesis. Pretest video was shoot by mobile phone.

Main goal for pretesting was to test the lights, voices, way to shoot video by mobile phone and the situation with the camera. All the small things and how they would work together and how could authors improve it next time. Interview questions can be found in appendix 1.

https://video.laurea.fi/media/Pretest.+Interview+from+intensive+week+in+Kiel%2C+Germany+1.-5.4.2019/0_6rrqtz8s

The interview went well, because shooting place was quiet enough to hear voices and camera was close enough, but the volume could have been higher. Next time authors should ask persons on the video to talk louder. When shooting the video, authors needs to watch out that nobody interrupts the filming, because it is hard to start over or modify the video in snatches. The lightning was working in pretesting and the viewer can see everything, but it may have required some natural light for making it more natural. Authors have to take into account if shooting outside, that it will be totally different than inside some building. The video lasts four minutes and one second.

As from Interviewers side it is hard when there is two persons talking so interviewer don't know where to make the eye contact. That needs some practice or thinking, if next time in the screen is going to be only the interviewee. Also, next time the interviewer should memorize the questions and present without piece of paper and if interviewee doesn't understand the question then formulate it again. Overall, the video was good, and no big mistakes were made. The video could be shorter and that can be made with faster tempo on interviews and talking.

4.2.2 Project introduction

This video was part of the webinar that writers had during the intensive week of the VISIT project in Öland, Sweden. The Webinar was live on Zoom application available to watch by anyone who were interested on the VISIT project. Material and subjects of the video were planned well beforehand and filming locations were also considered earlier. Video and audio were tested earlier that day to make sure people can hear and see properly. Video was taken with a mobile phone.

https://video.laurea.fi/media/Webinar+-+Böda+sand+and+visit/0_jpkb47cx

As this video was shoot during the intensive week in Sweden, video started by introducing the Böda Sand and the island of Öland. As the 20 kilometers long beach is the biggest attraction on the island, it was also shown on the beginning of the video. VISIT project was introduced next. VISIT project is funded by European Union and VISIT project is about creating new services for small or medium sized companies located on islands around Europe. Project has intensive weeks in each country which are taking part of the VISIT. Marjaana's own experiences were shared on this video as Marjaana started as an assistant in VISIT project in January 2019 and she has taken part of meetings, met students from different countries and helped to organize the intensive week in Öland.

Video was over all successful considering the strong wind by the beach which affected the sound. Separate microphone would have made the sound better in such weather conditions. Zoom application did not give the best quality for the video recording, so in such videos using a proper camera such as a video camera would be a better option if there is no need to make the video live. Walking while filming caused movement to the video, which would be fixed with better camera and a suitable camera tripod if possible, but authors needed to get it live so a proper camera was not an option.

4.2.3 Interview of the representative of Böda Sand Camping

Authors interviewed the communicator person responsible for market and bookings. Communicator person has been working for Böda sand camping for a long time, but he has only been in this task for a year.

Interview was made together with students and two teachers that were attending intensive study week in the VISIT project. Questions for each three videos can be found in appendix 2. Objective of the interview was to get more information about the company and what do they think about prolonging the season.

A different kind of filming was used for this interview as us writers had some technical issues, so only voice was recorded, and pictures were added from the Böda sand area to the videos.

The interview was long such as one hour and 15 minutes, so three different videos of the most important topics considering our thesis were made.

https://video.laurea.fi/media/Interviewing+Viktor+Jerner+part+1/0_278hpb0e

The company is Böda sand beach resort AB, but people use different names such as Böda sand or Böda camping. Camping site is known for a documentary which was on Swedish and international television for couple of years. Company profile in his words is to aim to offer a different kind of holiday experience, so people do not have to go abroad to experience so-called Mediterranean feeling. Böda sand's main target group is families with children but also 25-years-old and above and seniors.

Season starts in the end of April and last until middle of September. Main peak of the season is during the summer months, so from end of June until first week of August. Böda sand aim to get more customers during the off season.

During winter and low season company has around ten employees, but instead during the high season they have over 100 employees. As Böda sand is one organization and the camping area has other companies as well it doubles up the number of employees for the high season. The total amount of employees in the camping site is over 200 during the high season.

During the busiest summer days Böda sand has 10 000 visitors per day, which 7000 are staying in the camping area and 3000 are visiting for a day. Viktor tells briefly about the services that they have. Böda sand has restaurants, cafes, supermarket, hair saloon and different sport and activity centers. During the main season they have also different kind of performances and concerts. Böda sand has a own nurse for the main season available all times a day.

For small children they have a mascot called Bödde, who has activities for children during the day in the Bödde's house. Bödde offers creative activities and games during the high season. Youth camp offers activities for youth, such as a skate-kick bike park, volleyball tournaments and e-sport activities.

The second video is about SWOT analysis, such as company's strengths, weaknesses, opportunities and threats. SWOT analysis can be used to create and develop a business idea. The idea is to create assessments of situations to help decision making and planning. The name of SWOT analysis comes from words strengths, weaknesses, opportunities and threats. (Viitala & Jylhä 2014, 49.)

SWOT analysis is used to evaluate company's resources and operating environment's development and features. Methods most significant benefit is the conversation it creates, which will

help to document and bringing up issues. Company can make the analysis every year for example, as part of the planning process or to help making bigger decisions. Method can be used as support in single projects as well. (Viitala & Jylhä 2014, 49-50.)

Analysis should not be left only in strengths, weaknesses, opportunities and threats, it should proceed to conclusions. If weaknesses were recognised, but from operating environment opportunities were found, company should start fixing the weaknesses as soon as possible. SWOT analysis helps the company focus on the right things. (Viitala & Jylhä 2014, 50.)

https://video.laurea.fi/media/Interviewing+Viktor+Jerner+part+2/0_8htw7ihp

Böda sand camping's strength are the complimentary services they have in Böda sand camping, which means they offer all kind of services, so the customers do not have to leave the area to get basic services. Viktor says that Böda sand is the only camping site in Öland which offers such complimentary services, which means they do not have much competition in Öland considering the services. In Öland are many camping sites but Böda sand is the most known one. Visiting Böda sand is a unique experience.

Weakness is the low season, as the high season is short. Location is also a weak point as traveling there takes time. Böda sand has resources to be open all year around, but they do not have customers during winter, which is not that big of a deal for them because they can renovate the area without distracting the customers. Böda sand's strategy to make high season longer is to have theme weeks for customers from Sweden but also from countries nearby.

Böda sand wants to make the peak of the high season longer and get more customers during lower season. During the high season most of the customers are families and other times most of the customers are seniors. Camping site has school groups before the high season starts and also in the end of the August.

Customers come to Böda sand for full experience. Böda sand has different kind of options for accommodation for different type of customers. People can rent the most expensive kind of cabin or come with a caravan.

Third video interview is about the customer segments and new ideas to expand the high season. Current projects of the communicator person were also talked about.

https://video.laurea.fi/media/Interviewing+Viktor+Jerner+part+3/0_hjag39tz

Böda sand's customer segments during the lower season are families with young children, seniors and international guests. During low season Böda sand has different theme weeks and the most popular week is the exercise week, which has all the exercise related activities included in the price.

In the interview one of the students mentioned sport camps for different sport teams for example football and golf, as Böda sand has facilities for those already. Böda sand has been thinking about having sport camps during low season but it has only been an idea and they are interested to develop it to be a season expander.

During the time of the interview Böda sand was on a race to get everything ready before the high season starts. Viktor Jerner has been implementing and testing a new system for employees of the company before the season starts, so they could fix possible problems in the system before the busy summer.

4.2.4 Interview of students

These clips are part of the webinar, which was filmed on Öland, camping area called Böda Sand. Authors interviewed group of students who were working on the project during the intensive study week. The interview questions are in appendix 3. The aim of the interview was to get perspective of the student about the place and project.

https://video.laurea.fi/media/Webinar+-+Interviewing+students/0_653wkrzf

In the first group of students, there are five persons and each of them are from different countries: Greece, Finland, Germany, Croatia and Sweden. They tell in the interview that they study hospitality management or economics, depending on the university and also, they are from 1st to 3rd year students. Students tell about the company they are developing the new service idea for and their prototype they have created. They say that the project is very interesting, and they hope that their ideas will help the owners of the company. The most interesting thing they have learned from the week so far is the brainwriting. Students tell that Öland as an island is windy, but it has amazing and unique nature, especially the 20km long beach. Nature is different compared to the countries they come from.

The video lasts 12 minutes and 22 seconds. Unfortunately, the voice during students' interviews is poor because of the wind and the cameraman had to stand a bit further from the speakers so that everyone will be shown in the picture. Lots of background noise because of the lawn mower. Voice gets better to the end, when video comes closer to the speakers.

https://video.laurea.fi/media/Webinar+-Interviewing+students+part+2/0_dhasqlof

In the second clip, different group of students present themselves and the company they are making the project for. There is also five people, each from different countries. They describe the concept of their idea and tells about their easygoing teams and some cultural issues they had in the beginning. Students also tell that in their opinion Öland is special place because of the nature, beach and the camping area.

The clip lasts six minutes and six seconds. Video has the same issues as the first clip with students. Even though it is filmed indoors, there is a lot of people in the class and that makes a lot of background noise, because of the talking. Otherwise interview went well, because students were talkative.

4.2.5 Interview of teachers

This video is part of a webinar which writers kept during the intensive week in Öland, Sweden. This is a clip from webinar where author is interviewing people who participated in intensive week at Böda Sand camping area. In this clip there is an interview with two teachers who is in the VISIT project. Aim of this interview was to get information about their feelings about VISIT project, its benefits and about environment at Böda Sand.

https://video.laurea.fi/media/Webinar+-+Interviewing+teachers+in+Böda+sand/0_fyow81ih

In the video at first the voice is very low, but it gets better when there is only the interviewee speaking closer to the screen. Interview works better when interviewer is not in the screen when interviewee is talking. Teachers are from Germany and Greece, who are visiting Sweden for the first time. They tell that the environment is marvelous and that they are enjoying their stay. They also tell about the project and its' benefits for everyone who is participating and the ideas that students are making for the companies.

4.3 Survey process and results

In addition to the interviews as a research, authors wanted to complete the business plan with data that comes from customers. Service logic business model canvas looks over the idea through the customers perspective and that is why authors chose a survey as a quantitative research method. The purpose was to get opinions on new service idea and to find out if there would be potential customers for Böda Sand.

Survey is one type of measurement way in researches. It is the most common way to gather material for statistical research. In survey, it is always needed to take into account the segment of people to whom it is intended. Questions need to be thought through carefully, because that is the usual reason why surveys fail. The format of the questions causes the most errors in the results. Questions should be constructed according to the objectives of the research or the research problems. Only after the objectives have been specified then it is worthwhile to start collecting material. This avoids unnecessary questions. (Valli 2015, 41.)

Authors chose survey as quantitative research method. Type of the questionnaire is self-completed internet questionnaire in web. Questions can be found in appendix 4. Objective of the survey was to solve, if football clubs would really see potential to organize their camps in Böda Sand. Another goal was to solve how often, when and for which age group camps are

mostly hold. This would clarify more the potential customer segment. Survey had nine questions and it was sent to different football clubs around Nordic countries in Finland, Sweden and Denmark. Objective was to get at least 20 answers.

Survey was sent to 250 different football clubs in Nordic countries and the target group was those clubs with junior operations. Authors got four answers and the answer rate was 1,6%. Three of respondents were Finnish and one was Danish. Unfortunately, survey did not get any answers from Swedish football clubs, despite of the many emails sent. Three out of four told that their organization arranges football camps.

In the third question were asked for which age groups they organize football camps for. One Finnish and Danish organization answered that for younger groups between 6 to 13 years old and one club organize for the men's first team. Football clubs organize camps from one to four times a year.

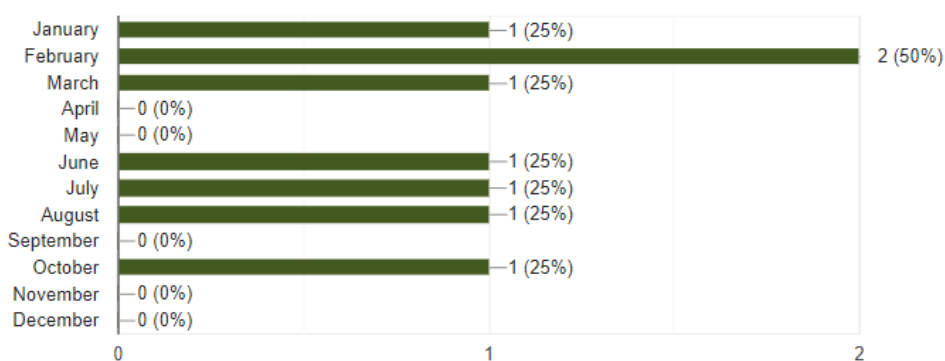


Table 1: Months when football clubs usually organize football camps. (n=4)

Authors also asked in which months does organizations organize football camps (table 1). In the question responder could pick more than one month. The most popular time was February and summer in general. The most important criteria for choosing a place for camps was weather (50%), close location (25%) and training facilities (25%). Another important thing was possibility to arrange practice games against equal teams, safety, price, quality opponents for friendly matches, availability of participants, easy access (travel time, layovers) and the possibilities to arrange 'off training' activities (e.g. swimming, climbing, amusement park). One specific plus would be a possibility for players and coaches to go see a big football game (e.g. allsvenskan, premier league).

One question was about how the football clubs finds locations for camps. 50% of the responders has their own facilities, but one club use agencies who arrange training camps and another one through connections, word of mouth, both from inside their own organization and from clubs we they are regularly in contact with. In the last question of the survey, authors

presented Böda Sand by words and link to their page. The question was, if the football club see potential to arrange their football camp in Böda Sand with explanation if yes or no. Short answers to the questions can be found in the table 2.

Finnish football club	Finnish football club	Finnish football club:	Danish football club:
Travel time is the biggest problem and that is why customer does not see potential. Possibility to arrange practice games with more teams would be a plus.	Customer thinks location is too far.	Not a good option for Scandinavian clubs as most clubs have their own facilities. Most clubs travel to southern Europe for camps because of the weather.	Customer sees big potential and not only for camps, but for training trips too.

Table 2: Answers of survey to question nine. (n=4)

The football clubs from Finland had some doubts about that the location is too far and traveling there takes time. For football club that arranges camps for men's team the weather would not be as good as in South of Europe. Danish football club did not see any issues and would see potential for even shorter training trips.

From this survey can be deduced that most of the football clubs does organize football camps. Camps are mostly arranged for younger ages, but also, for men's league if the football club have men's team in such high level. Football clubs can arrange up to four camps a year for one team. Some of the football clubs have their own facilities, but if they arrange camps so often, they may need variation to the training environment. Not all of the football clubs have their own facilities, and then they definitely need spaces and arrangements for camps. To prolong the season in Böda Sand potential time to have football clubs in their facilities is after the summer in beginning of fall or in early spring. Main important thing is that participants of the camps can participate and have some holidays from their normal life (e.g. school, job). Camps can also be a little shorter than one week. The most important criterias for choosing the place are safety, easy access and free-time activities during camps. One big plus would be a possibility to go to see some big or important football game. Football club from Denmark as close location didn't see the travelling as a problem and we can conclude that for Swedes it would not be a problem either. Football club from Denmark saw Böda Sand as potential place for camps.

4.4 Video diaries

Video diaries were chosen to be used as a way of self-reflection in the thesis as video interviews were already included, so video diaries were a natural choice. Self-reflection is important as it tells the reader and author themselves developments of learning during the writing process. Learning new things and areas to be developed could be used as a motivation in the process of writing the thesis.

4.4.1 Marjaana's video diaries

Starting point and objectives

Author started first episode of video diary thinking about her starting point in this project and her objectives for it. This way she would know better her aims for thesis and self-reflect the learning process. In the first video, program called Screen-O-Matic was used, which is program for recording video. In this program person can record themselves through the web camera and at the same time record screen of the computer. Author wanted to try it for the first time, to know if the program can be used in the future too. Author made PowerPoint slides for not forgetting what she wants to say, and it shows that she really thought through her goals. Purpose of the episode was to think about objectives for learning and to try recording herself for the first time. In next episodes author will try different kind of filming.

https://video.laurea.fi/media/Video+diaryA+Starting+point+and+objectives/0_hpaop556

First video was hard to film, because author have not talked to the camera before by herself. Despite that author liked the Screen-O-Matic, because it was easy to use, and it makes videos clearer with the possibility to show slides at the same time as talking. Author feels that it was better to start with this program than just talking by herself to the mobile phone camera. Compared to 4.2.1 pretesting video, it is way better when performer is speaking without piece of paper as in this video.

Author is satisfied with this video, because despite of the insecurity in front of the camera and audience, she presented well and made her point clear. Also, the content was successful, and viewer can see the input of the author to this video. In the next episode Marjaana is going to try recording in some other way.

Self-evaluation

Second and the last episode of the video diary was about self-evaluation. Author thinks how the project has developed her during the work and how she has reached her goals she has set in the beginning. Author filmed second video by phone camera as she wanted to try other camera views.

https://video.laurea.fi/media/Video+diaryA+Self-evaluation/0_k29es01z

Video lasts three minutes and 32 seconds. Light is good and voice can be heard clearly, because camera is very close to the speaker. Video does not give as official mood as the first one, because authors talks freely to the phone. Author says that almost all goals were reached, even though the goals changed a little bit with a time. Business plan was not as innovative as it should, and video recordings and editing were not in such big role as the content. Overall author is satisfied with the project and hopes that company can use the material and VISIT project benefits from the thesis. Author says that they worked hard for this and she is relieved that it is over.

4.4.2 Salli's video diaries

Starting point and objectives

In the first video diary author tells the starting point for the thesis and shares the objectives for it. The first video diary was filmed on laptop's we camera. Quality is not the best, but it works on this type of video as the microphone is good. iMovie was used to edit the video.

https://video.laurea.fi/media/Salli%27s+video+diary+part+1/0_jk3by4g3

Video starts by telling the starting point with the videos. Author has some experience with filming and editing videos, but not much. Instead of video graphing experience author has experience from photographing. Author does not feel comfortable talking to camera and feels bad at talking about things author is good at and own development.

Objectives for the thesis are to get better and to try new styles with videos and editing. Author wants to improve the skills to talking to a camera as it is important nowadays. Learn more about VISIT project, Böda Sand and Swedish business as the thesis is made for a company in Sweden are also objectives for the thesis. Also, to learn more about business plans and actually make one, improve English skills and to be less self-critical.

Self-evaluation

Last video diary includes the self-evaluation of the thesis, all the successes and the failures, which were fixed with new ideas. Author used laptop's camera for filming. The video was edited with iMovie.

https://video.laurea.fi/media/Self-evaluation+video/0_owdnbi5h

Author's main goal was to make a business plan and get the thesis done, and these particular goals were accomplished. Videography skills did not really develop as most of the filming situations came as a surprise and there was not much time to prepare the filming part, but the

interviews were prepared beforehand. Editing skills did not develop as much as wanted because some of the video footage were lost due a broken laptop, which taught the author that it is necessary to transfer all important material to cloud or external hard drive as soon as possible. After all authors were available to fix the problem because authors had an audio recorded on phone of the lost video footage, so author used pictures with the audio to make a video.

Lack of time was an issue during writing the thesis because both authors worked full week at the same time, and after work motivation was sometimes a bit lost, but after all authors managed to get the thesis done with good results. Teamwork works great between the authors, as authors complement each other's' skills and thoughts sometimes. Author's vocabulary in English got better during the writing process. Thesis gave authors new experiences, such as visiting Öland and Böda Sand, and travelled on a caravan.

5 Business plan

Writers chose these following specific areas of the business plan, because as told in chapter three, when the biggest issue of the company is seasonality the answer is to target a new customer segment. New segment will fulfil gaps, which are created in those times of year when most of the customers do not use company's services. Data for the business plan came from the video interviews, authors own experiences and observation in the camping site in May 2019 and survey. Survey for football clubs was made to collect more information about football camps, and if any clubs would be interested to organize a camp in Böda Sand. These methods gave authors enough answers to create a business plan. Two parts were removed from the business model, revenue streams and metrics and cost structure, because data was not available, and authors wanted to keep the focus on other parts of the service logic business model canvas. The original SLBMC can be found in figure 2 with the questions. The outcome of the thesis and new service idea explained by SLBMC can be found in figure 4.

Service logic business model canvas Böda Sand

<p>7. Key partners</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - The closest football clubs - Restaurants - Supermarket and other outsourced services - Cleaning staff - Key partners make the area better with their services - If needed more space for training, can get it from key partners (e.g. football field) <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Eating at the restaurant - Going to the supermarket - Playing on the football field - Parents and sponsors are taken into account by contacting if needed 	<p>6. Key resources</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Customer service and understanding - Maintenance of facilities - Event planning - Sport camps - Football field - Training facilities - Accommodation facilities <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Football knowledge and coaching - Event planning - Team leading (depending on age) - Football and other related equipment - Enrolment channels - Money 	<p>2. Value proposition</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Facilities - Amount of services (accommodation, food services, leisure activities, supermarket and other services) - One stop service - Location, beach etc <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Facilities - Services (accommodation, food services, leisure activities, supermarket and other services) - Training facilities - Teambuilding among team 	<p>3. Value Creation</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Good service - Quality facilities (renovated cottages for example) <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Successful football camp - By successful camp teams get better team spirit and develop their football skills <p>4. Interaction and co-production</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Regular communication with the customer <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Services (accommodation, food services) - reception 	<p>1. Customer's world and Desire for ideal values</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Feedback from customers such as follow up questionnaire after customer leaves - Keep in touch with the teams and clubs (customer relationship management) <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Service possibilities - Safety - Easy access - Facilities - Price - Tv show Böda Sand Camping - Social impact (Football clubs located nearby) - Beach - Ideal situation: weather, location close by and cheap
<p>8. Mobilizing Resources and Partners</p> <p>From company's point of view:</p> <ul style="list-style-type: none"> - Amount of different services - Interaction with key partners <p>From customer's point of view:</p> <ul style="list-style-type: none"> - Interaction with company - Honest feedback 				

Figure 4: New service idea described by SLBMC.

Customer's world and Desire for ideal values

From company's point of view finding ideal values of customers can be done by asking about customers' needs straight from customers themselves. Böda Sand sends questionnaires to customers by email after customer has left the camping site. By sending out the questionnaires company can hear feedback straight from customers themselves, and company can use the information to develop their service. Companies and sport clubs company contacts personally by email after the visit.

Keeping contact to the sport clubs during the year is important to get information about the customer's needs and to make sure the customer will be back next year. Customer relationship management is needed in every company to keep customer relationships good and to grow the customer base. Customer segmentation model can be found in figure one. Football clubs would be the focus customer as there can be not many camps during a year or even in longer period, but growth potential is big. There is many football clubs and almost all of them are organizing camps for specific ages.

From customer's point of view, there is many reasons why the customer buys the new service that company is providing. In Böda Sand there is many service possibilities. Depending on the football club and their needs, the camp requisites can be modified to the team's needs. Accommodation can be for example in the tents or cottages and eating can be arranged in the restaurant or it can be self-made in general kitchens. Therefore, the price also varies. It can be lower budget for youngster football camps or with higher quality elements camp for first league men. Also, because camps are arranged on low season time, the price is lower than in the summer.

Customer aspire benefits like safety, easy access and facilities. On Öland there is not many inhabitants and as an island it is very safe there. It is easy to access Böda Sand with car via Kalmar's bridge. Bigger groups of people use transports like busses and especially Swedish or Danish football clubs have easy access by road. Finnish customers can use a ferry to cross the border. For Swedish football clubs Böda Sand can be symbolic place due to TV show Böda Sand Camping. It is popular show filmed in Böda Sand and many Swedes saw it on Swedish national channels. Another benefits for customers are social impact of football club that are located nearby. With another football club it is possible to arrange bigger matches. One of the biggest benefits are nature and the beach that is next to the Böda Sand. With those elements the camp will feel like vacation. The ideal situation for the customer would be good weather, close location, low-priced service and quality facilities.

Value proposition

Böda Sand has many important value propositions, but the most important ones are facilities and services in Böda sand - Böda sand has something for everyone. Böda sand has different kind of accommodation options, cottages and areas for camping. Opportunities for customers to cook by themselves or choose from different restaurants in the camping area. Supermarket, bakery and a hair salon services can be found in the area as well. Böda sand has many leisure activities for all for example a golf course, beach and outdoor gym. Böda sand wants to be a one stop service for all their customers and these matters increase the value for customers.

Location of Böda Sand increases the value as well. Located on an island next to 20 kilometers long beach with white sand attracts customers, as customers do not need to go to southern Europe to experience that.

Value that customer is buying are the facilities. This is the main reason why customer would travel to Öland. They either do not have the facilities to arrange the camp or they want variation to their daily training. In addition of facilities, Böda Sand has services, as they call themselves “one stop place” where you can get something for everyone. In football camp case - everything. For camp it is necessary to have in addition to training facilities, accommodation and food services. Addition to that Böda Sand has leisure activities, supermarket, water park and barber shop. With these elements, Böda Sand makes it an easy camp environment where everything needed is close. For football clubs it can be also challenging to get people together during short training time they arrange at their home fields. Camp somewhere else will take care of the teambuilding among the team. People get to know each other and grow the team spirit during camps, where you can make playful activities.

Value creation

Company can create value by good service. By giving out good customer service for all customers, solve misunderstandings and replace mistakes creates value which is important for company to keep their customers. Company must treat each customer as an individual to sell extra services to match the customers wishes.

Quality facilities create value as well, for example, renovated cottages and keeping the camping area tidy. Böda Sand should maintenance all facilities every spring before the high season to make sure everything works perfectly to avoid customers' frustration.

Customer's short-term goal is to arrange a successful football camp. The long-term goal is to arrange multiple football camps and by several camps, football club raises the team's spirit, and develops football skills of the players. Böda Sand complete customers goal by offering

their facilities. The value emerges in customers practices so that the football team sleeps in the cabins, where can stay up to 8 people in one cabin. Team use the general kitchen and cook food together or use the restaurant next to the beach. Team has trainings on the field in the Böda Sand area and have outside gym trainings. Also, the camp organizers can have many additional activities during the camp which players can think back after the camp. If the camp succeeds, the customer will be happy.

Interaction and co-production

Company must keep up the regular communication with the customer, to give good customer service and ensure the customer will use company's services again. Böda Sand can easily communicate with customers by sending out emails regularly and remind customers to make their reservation for the upcoming season.

Customer's activities during the use are simple and usually minimal. Most of the interaction between company and the customer happens before the camp, when they agree on the terms and all of the facilities that are included based on customer's needs. During any camp there is usually at least two things that customer uses, the accommodation and the food services. Despite the fact which accommodation form customer has chosen, they check-in at the reception which is the customer service point for the whole stay. Reception is working as information giver and problem solver. If football club arranges the food services by themselves, they need to make sure there is enough space in general kitchen or make reservation in the restaurant.

Key resources

Company must have the knowledge of what they are selling. Key resources for Böda Sand are customer service which is always the most important skill any company can have. Resources to maintenance the facilities and have the right facilities for the necessary events are also important. Böda Sand needs to have knowledge of event planning and organizing camps. Also, a football field is a must for arrange a football camp.

In customers point of view skills and knowledge necessary for arranging a camp are football knowledge and coaching knowledge for guiding the players during the trainings. Also, trainers need to have knowledge of team leading that depends on the age of the players to guide them during the camp and on free time. For arranging the camp, it is necessary to know how to plan an event like this one that takes longer than one day. Other necessary tool is football for trainings and equipment's for the game. For arranging the camp, club needs enrollment channels for players to sign up and pay their part of the camp and of course club will pay for arrangements.

Key partners

Böda Sand's most important key partners considering the football camps are the closest football club as they have the football field, which Böda sand can rent for the football camps. Some of the restaurants are owned by other companies that Böda sand, and the restaurants create value for customers as customers have more options for dining. Supermarket and other outsourced services are needed to make Böda sand a one stop service, as the customers will not need to leave the area for different services. Without the cleaning staff all companies have problems, as keeping facilities tidy is a must for customers and to make customers come back again. If customers need more spare for training, such as special equipment, key partners may be able to help and rent the needed things, for example the football field. Having key partners increase the chance to get new customers as people always share their experiences with others. Key partners get visibility while doing cooperation with Böda Sand. Shortly, key partners make the area better with their services.

Football clubs experience our partners through outsourced services. At the camps, teams usually have dinner at least once outside in the restaurant for example celebrating the last night of the camp. Restaurant is the key partner in the area and offer their services to the clients who are living in the camping area. Also, the supermarket is outsourced, and they experience it when the team shops some snacks or relevant groceries there. When cooperation with local football club will be started, Böda Sand can manage the negotiation when the customer can use the big football field or arrange practice games between the two teams. That is how customer experience the local partner club.

The football club as a customer has also partnerships such as parents of each team player and possible sponsors of a teams. Böda Sand would not be in direct contact with parents, but only in extremely cases and if parent contact the camping by themselves. Company needs to think through what information they can give out by the phone or the contacting needs to go through the club. Other partnership club can have is a sponsors. Camping needs to think if it is possible do advertise other company in their area.

Mobilizing resources and partners

Company can coordinate the multi-party value creation by the amount of different services. Böda Sand can develop the partners by interacting with them. Customer can utilize the partners by interaction with Böda Sand and giving honest feedback. After and during the camps football clubs should contact company immediately if something is wrong that company could

improve the situation. Honest feedback after the camp can activate company to develop their services or encourage their partners to develop services together.

SWOT- analysis of the new service idea

SWOT-analysis describes the strengths and weaknesses of the new service idea and opportunities and threats that can come with it. Analysis of the new service idea can be found in figure five. The purpose of the analysis is to create assessments of situations to help decision making and planning. Analysis helps to see the overall picture of the idea. In the thesis SWOT is being used as an analysis of the new service idea, which is organizing football camps in Böda Sand camping to prolong the high season.

Internal	<p>Strengths</p> <ul style="list-style-type: none"> • facilities for camps • extra sport activity possibilities • environment & nature • extra services 	<p>Weaknesses</p> <ul style="list-style-type: none"> • camping does not have their own proper football field • poor accessibility • seasonality of camping
External	<p>Opportunities</p> <ul style="list-style-type: none"> • new customer segment will prolong the high peak of the season • new customers use services • word of mouth • good time period for camps 	<p>Threats</p> <ul style="list-style-type: none"> • weather • healthcare

Figure 5: SWOT-analysis of the new service idea.

Strengths of the company for the new service idea are the aspects that company already has. There is no need for Böda Sand to make any financial investments in the area, because the company have the facilities to offer for the customer and other positive aspect that are necessary to customer as sport activity possibilities and other extra services e.g. shops, restaurants and bakery. One of strengths is the environment and the nature. Athletes need fresh air that is not foregone conclusion nowadays. Also, the beach is unique in northern Europe.

Weaknesses for Böda Sand camping in terms of football camps are that the camping site does not have their own proper football field. Böda Sand camping has other sport facilities to offer, but the football field is located outside the camping site. Poor accessibility for football clubs from outside the southern Sweden, as Böda Sand is located in northern part of Öland.

Seasonality of camping could be awkward as some clubs have their football camps during winter months or early spring.

New service idea's opportunities are achievable. With new customer segment Böda Sand can prolong the high peak of the season in the summer and get new customers to use all of the services the company has in area. In table one, it can be seen that the time period is good for both the company and football clubs. Representative of Böda Sand tells that Swedish adults like to have their summer holidays between end of June until first week of August. That is why it is the high peak, but kids or youngster that play football are on summer holidays already earlier and time period for camp is suitable for them. At the same time, younger kids like to tell parents and their friends and classmates where they have been and spent their summer. Positive word of mouth will increase awareness of Böda Sand Camping.

Weather can be a threat for football camps in Böda Sand as it can be impossible to predict the weather on an island. An indoor football field could prevent the threats of weather as other facilities are weatherproof. Getting badly injured during a football camp is a threat as the nearest hospital is in Kalmar, which is almost 100 kilometres away, but Böda Sand has a nurse in the camping site for smaller injuries during the high season. Football camps as a new service idea described by SWOT analysis shows that the idea is possible if weaknesses and threats are taken into consideration when thinking about organizing the camps.

6 Conclusion and discussion

The main goal of the thesis was to create a business plan for a new developed service idea as a solution to the camping company on how to prolong the high season. The outcome was the new service idea described by service logic business model canvas. Second purpose of the work was to pilot video material in the thesis. The goal was achieved by authors first familiarizing themselves to the theory of the subject and then gathering information from the company and potential customers. The digital part of the thesis was implemented by recording video interviews and making video diary.

All elements of a business model were analyzed from both the company's and the customer's point of view and based on a genuine customer's perspective. Even so, the stability of the thesis is poor, because the interview with representative was made a year before research was completed. Reliability of the survey is low, because in the end, despite of the hard attempts, authors got only four answers from potential customers. Authors would have got more answers and research would have been more reliable if the survey would have longer time to answer and it would have been made earlier. Winter is probably not the best time to contact the football clubs. In addition, the contacts of the football clubs were very hard to find. Validity of the research is correct, and authors have chosen correct research methods,

but the intent was to concentrate on Swedish football clubs and authors did not get any answers from them.

Results of the empirical research indicate that the idea of organizing football camps in Böda Sand is realistic and the idea has been worked on a lot. The location of Böda Sand is not very convenient for football clubs from Finland or northern Sweden, as the travel time is long, but football clubs from southern Sweden and possibly clubs from Denmark could find the possibility of organizing camps in Böda Sand as a viable option. Böda Sand Camping has all the necessary facilities for organizing football camps which could lead to a new customer segment and solve the problem of the short high season.

To start with a new service idea in action, the authors propose Böda Sand to contact the local football club and discuss possible cooperation. As Böda Sand does not have a proper football field in the camping site, cooperation with the closest football club would be necessary. Other motivation driver for the customer and football club would be common practice games between teams. Football clubs as a new customer can be found online and customer acquisition can be started with simple phone calls or emails with offer for a camp. Furthermore, it is preferred that option of arranging camps in the camping would be visible on Böda Sand's website. Another suggestion is to translate the website to English as at the moment it is only in Swedish. This limit the customers only to Swedish football clubs and international clubs cannot find the option for arranging the camps.

The business idea of the thesis can be modified for different sports and age groups. For example, a kayak camp for seniors or swim camp for children are possible. 6-0! is a football project which is funded by Erasmus+ and it is a good benchmark for football camp service business idea. The idea of the project is to get seniors moving through football and it can be implemented for elderly who would not need a bigger football field. The data of the thesis can be beneficial for different concepts not depending on age or sport.

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Appendix 1: Pretesting interview questions.

1. Background

- What is your name?
- Where are you from?
- How old are you?
- What do you study and which year?

2. Project

- What is your team doing? Which is the problem you need to solve?
- What ideas or solutions you have so far?
- How interesting the topic is for you?
- How do you think student's ideas will affect the swimming hall?

3. Intensive week

- How has the workload been so far?
- What have you learned?
- Would you recommend to other students to attend in this course?
- How has it been working with foreign students?
- Thank you and good luck in the project!

Appendix 2: Interview questions for representative of Böda Sand.

Questions in the first video with Böda Sand representative:

1. Can you tell the basic information of company (profile, segments and history)?
2. Can you repeat the peak season?
3. How do you manage the workers here due to strong seasonality of the business?
4. How many visitors you have during the year?

5. Can you specify which different activities do you have in addition to accommodation?
6. Do you have medical center?
7. What kind of activities do you have for children?
8. How many workers do you have during the high peak?
9. Is the ice cream shop and candy shop run by Böda Sand or do they just rent the space?
10. Do you have a good turn over?

Questions in the second video with Böda Sand representative:

1. Swot analysis from your perspective?
2. What are your strategies to get customers? Are you targeting Swedes?
3. What is your future plan or goal to achieve with project? To improve the situation?
4. Is your target group different during peak season vs. low season?
5. Is the main product the accommodation, why people come here?
6. Is the competition with other campsites?
7. From which countries are your customers?
8. Is your location a threat?

Questions in the third video with Böda Sand representative:

1. Do you target other segments than families to get more customers during low season?
2. You have facilities for training which is big trend?
3. Is the water sports allowed during high peak?
4. What are the future plans and what are you working on right now?

Appendix 3: Interview questions for students.

1. Students

- Name?
- Where are you from?

- What are you studying?
- Which year?
- What are you doing right now?

2. Tasks/testing

- Tell me about the company you are working with.
- Tell what you are doing with the company.
- What is interesting about the company?
- Tell me about your testing.
- Which problem are you trying to solve with testing?
- What changes do you think your concept will bring to the company?
- How will the company you are working with would use your concept?

3. Intensive Study week

- Tell me about your team.
- Who are your teammates and what is great about them?
- What is special about Öland according to you?
- What is the most interesting you have learned during the course until now?

Appendix 4: Questionnaire for football clubs.

1. In which country is your football club located?
-Sweden/Finland/Denmark
2. Does your football club organize football camps?
-Yes/No
3. For what age groups do you organize camps?
4. How many times in a year do you organize football camps?
5. Which time of the year or month you prefer to have football camps?

-January/February/March/April/May/June/July/August/September/October/November/December

6. Which criteria is the most important for choosing a place for a camp?

-Close location/ Weather/ Country/ Price/ Additional services/ Other, Which?

7. What else is important to take into account when organizing a football camp?

8. How do you usually find locations for camps?

9. Böda Sand is a camping beach resort in Sweden. Camping is located on Öland Island and they have 20km long beach. Options for accommodation is camping or renting cottages (max. 6 persons). Besides the football, other possible activities in the resort are outside gym, golf, beach volley and swimming. In the camping area there are huge common kitchens for own cooking possibilities. Link to the site:
<https://www.bodasand.se/>

Does this sound like a place you would organize a camp? If you would, Why or why not?