

# MOTIVES OF COMPANIES FOR PARTICIPATING IN EVENTS

Case Arctic Design Week

Laine, Paula Maaria

Thesis  
Degree Programme in Tourism  
Bachelor of Hospitality Management

2020



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<b>Author</b>	Paula Maaria Laine	Year	2020
<b>Supervisor</b>	Ulla Kangasniemi, Petra Paloniemi		
<b>Commissioned by</b>	Business Rovaniemi		
<b>Title of Thesis</b>	Motives of Companies for Participating in Events Case: Arctic Design Week		
<b>Number of pages</b>	47 + 5		

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The thesis includes theories of motivations and research of potential motives of businesses for participating in events. Arctic Design Week combines B2B businesses in multiple events and the goal is to attract more potential companies to join the event. The research question was what motivates businesses to take part in Arctic Design Week. The results include the motives analysed from the primary research interviews.

The thesis used qualitative methodology. Interviews were conducted for primary research and for secondary research literary and internet sources were applied. The process included gathering secondary data, the research interviews as primary data and analysing the collected information. Studies at the Lapland University of Applied Sciences in Tourism have included the methods and theories of working in Lapland area with businesses and customers that can be adapted to the field of design. Visits with the producer Ms Taina Torvela with interested associates and student project meetings helped to gain more insight of local motives.

In the analysis, four themes emerged from the primary data: efficient use of resources, cooperation between companies, values, and design learning. These themes are the focus points to create motivation of companies for participating in Arctic Design Week. The secondary research supports the primary research including for example business development and importance of customer values.

**Key words** design, Arctic Design Week, experience industry, B2B, B2C, development, qualitative research

## CONTENTS

1	INTRODUCTION .....	5
2	BUSINESS ROVANIEMI AND ARCTIC DESIGN WEEK .....	7
3	MOTIVATIONS FOR PARTICIPATING IN EVENTS .....	10
3.1	Introduction to Complexity of Event's B2B Process .....	10
3.2	Companies' Motivation for Participating in Events .....	12
3.2.1	Attending and Experiencing Events.....	12
3.2.2	Multiple Motivations to Participate .....	14
3.2.3	Quality Management Is Important Part of Events.....	16
3.2.4	Reasons of Design Events to Interest Companies .....	18
3.2.5	Motivation and Value in Networking Channels .....	20
4	QUALITATIVE METHODOLOGY AND THESIS PROCESS .....	24
5	RESULTS OF QUALITATIVE RESEARCH .....	26
5.1	Background of Research Interviews .....	26
5.2	General Image and Challenges of Arctic Design Week .....	29
5.3	Efficient Use of Resources as Motive .....	30
5.4	Cooperation Between Companies as Motive .....	33
5.5	Values for Companies as Motive .....	36
5.6	Design Learning for Companies as Motive .....	37
6	CONCLUSION.....	40
	BIBLIOGRAPHY .....	42
	APPENDICES.....	48

## 1 INTRODUCTION

The event tourism combines businesses offering experiences, services and products for the locals and visitors. Arctic Design Week is an annual event in Rovaniemi. The event is growing, searching for domestic and international cooperative partners to attract companies and customers and keep the repetitive character. Arctic Design week has now more than 60 single events arranged annually in week 12. The main organisers are the City of Rovaniemi, Business Rovaniemi and Lapland University Consortium. (Torvela 2019.)

The focus of Arctic Design Week is on arctic innovations, designs, creating better networks, and cooperation in the northern areas. The 2020 theme was “ReCreate”, and the visual image was updated for Arctic Design Week (Figure 1). In 2021 event the theme is “Be Proactive”. The event was first organised in 2009. However, it has gone through changes over the years, and the name was changed from Rovaniemi Design Week to Arctic Design Week. The best-known events are seminars and fashion shows. Business participations and collaborations are crucial for the development of the event and organisers are hoping to reach more partners and visitors to events but not to lose the unique features. (Torvela 2019.)

The primary research method is qualitative. The research question is what motivates companies to take part in Arctic Design Week. Five interviews were conducted with companies that will probably to participate in Arctic Design Week events in the future. Results reflect the motives of the companies to take part in Arctic Design Week. The results aim to help to develop Arctic Design Week’s business cooperation.



Figure 1. Promotion Banner for Online Services (Selin 2020)

The thesis was limited with the commissioner to design service buyer companies. Companies using design services are improving their businesses by design. Companies can outsource processes completely or develop their products together with service providers. Design service providers are companies that sell for example web design services, service design, marketing materials or other design-related services that support the sales or help to develop products or companies. The target group of the thesis was design service buyers, whose motivation would also give insight into the design service providers.

The author's personal interest in Arctic Design Week is formed from the combination of art, tourism, customer-oriented approach, and product design. The author cooperated with Arctic Design Week as a student in 2019 and 2020. Familiarising oneself to the local environment can expand future working possibilities in tourism. The inspiration for the thesis topic came when working with Business Rovaniemi as a student. Including the local business environment in the thesis was important for the learning process and adaptation after moving to Rovaniemi.

## 2 BUSINESS ROVANIEMI AND ARCTIC DESIGN WEEK

Arctic Design Capital is a registered trademark owned by the City of Rovaniemi, and it is part of National Design Program where the Arctic Design is included in the National Design Strategy (Ministry of Education and Culture 2020). Arctic Design Week is an event entity that combines multiple events organized under the main theme in one week. It operates under Arctic Design Capital trademark and was organized by Business Rovaniemi, University of Lapland and the city of Rovaniemi. Arctic Design Week is part of World Design Weeks. (Arctic Design Week 2020.) Business Rovaniemi was reorganized to be part of the city of Rovaniemi during the thesis process.

Business Rovaniemi, the commissioner of this thesis, develops economy and businesses in the Rovaniemi area. The mission is to help establish or develop businesses in the area. The professional support services are confidential and free of charge. Business Rovaniemi works to increase economic life and internationalization in the area. Business Rovaniemi has events, education, workshops, and tools for entrepreneurs and networking practices. (Business Rovaniemi 2019.)

World Design Weeks is a network around the globe for Design Weeks and Design festivals. The vision of the World Design Weeks is to unite the world's design communities. The mission is to increase communication, understanding and education as well as connect entrepreneurs and visitors in design. World Design Weeks promote collaboration between design fields, develop the economy in the design sector and support product development. The founders of the World Design Weeks are Helsinki Design Week, Dutch Design Week and Design Week Mexico. (World Design Weeks 2019.)

Arctic Design Week producer is Ms Taina Torvela. Arctic Design Week has its own Advisory Board to direct the operations towards being an influential and cultural arena in the arctic area. (Business Rovaniemi 2019.) The mission of Arctic Design Week is to “[d]esign with a purpose to people”. The aim is to help to develop a platform for networking and a launching arena for companies and entrepreneurs. In the future, there will be more business-to-business and

business-to-customers activities than in previous years. By matching companies, students, press, influencers, citizens and designers, Arctic Design Week aims to connect demand and supply. (Torvela 2019.)

The vision of Arctic Design Week is to be the most attractive and significant design festival in the arctic area. The plan for the future is to have a year-round process and event entity, and the aim is to combine art, science, and business to have more commercial and international events including all design aspects from architecture to beauty and service design. In the future, the Arctic Design Capital is to be part of the community design and have more interactive services integrated into the events. Arctic design week specializes in arctic innovations and know-how promoting the uniqueness and image of the city. (Torvela 2019.)

Arctic Design week helps developing city culture and event selection for both businesses and guests. The events are open for everyone and can be used to promote arctic operators and their products and services. Using the northern design as specialization and competitive advantage, university and companies prepare for the international markets. The mission includes teaching new trends, rewarding excellence and waking up businesses for economic success. (Business Rovaniemi 2019.)

Arctic Design Week events connect different stakeholders, students, associations, city employees, businesses, events, and seminars. Some of the conference features are repetitive in the event annually, but the theme and the program change every year inside the concept. Values and important aspects of the events are innovations, design, sustainability, and creativity. The cooperative partners and sponsors are local businesses. (Torvela 2019.)

The main organizers of Arctic Design Week are the city of Rovaniemi, Business Rovaniemi and Lapland University Consortium. The event has repetitive partners, such as Multidimensional Tourism Institute (MTI) and partners who are not confirmed to reattend. The goal is to increase the number of partners and cooperation for long term planning and executing. (Business Rovaniemi 2019.)

Arctic Design Week could have more international partners with annual participation. Earlier the international participants of Arctic Design Week have



been the keynote speakers of the conferences. Arctic Design Week has also had different workshops and organized, for example, the matchmaking and award events, including international keynote speakers. For example, in 2019, the keynote speakers were Mariluz Soto, Pieter Desmet, Heat Nash and Jana Kukk. (Torvela 2019.)

### 3 MOTIVATIONS FOR PARTICIPATING IN EVENTS

#### 3.1 Introduction to Complexity of Event's B2B Process

The qualitative research on companies' motivations to attend Arctic Design Week aims to provide a deeper insight into why companies would attend the event. Finding partners for events is challenging and time-consuming. Every company has its own way of making business. The process of Arctic Design Week is a complex entity. A five-step cooperation process of the European Commission is an example of a common cooperation process (Figure 2). Arctic Design Week has many concepts inside the brand, and those have their own cooperation processes (Torvela 2019).

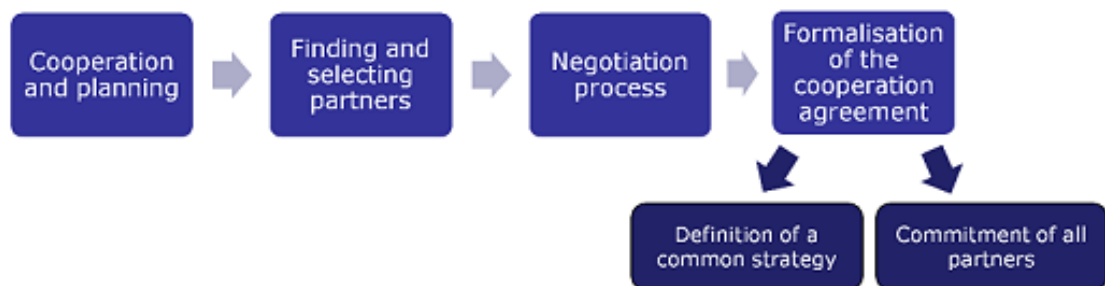


Figure 2. Five Stage Process of Cooperation (European Commission 2019)

The model includes planning, analysing, executing, converting, inviting and registering, which all affect each other during the whole process (Oracle 2019, 12). The event process in more detail is different with every event but often follows the model from Oracle (Figure 3).

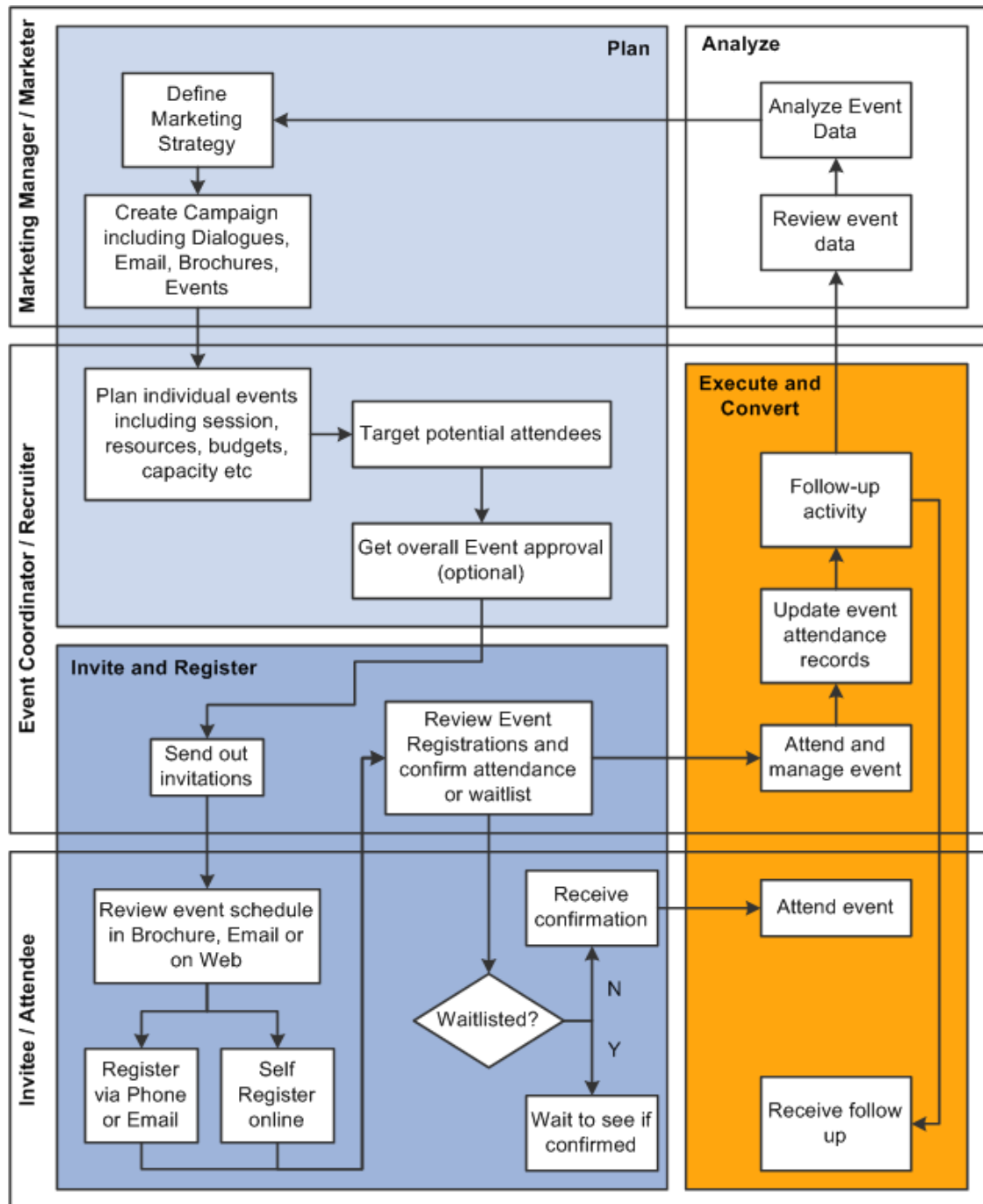


Figure 3. Event Process Model (PeopleSoft CRM 9.2: Event Management 2019, 12)

The secondary research, as theoretical research includes the benefits and disadvantages of events for businesses, which affect companies' motivation for taking part in events. The research includes the concepts value, quality, networking, as well as employee and company motivations.

## 3.2 Companies' Motivation for Participating in Events

### 3.2.1 Attending and Experiencing Events

Taking part in conferences can be an investment in the business and oneself (Brooks 2019). Start-up companies can participate in conferences to search for investors and explain their business goals (Discoperi 2018). Events are an important marketing tool because consumers today are searching for specific products and services. Events are a cost-effective way to roll out new products and help to develop brand recognition, and where entrepreneurs can have fast feedback. (Talking Tree Creative 2018.)

When planning events, it is important to know what companies need or want from design events in the future. Companies tend to want new information on subjects that help improve profits or develop their products. How to discover solutions to company issues might help to interest business owners to participate. Trend forecasts help to predict the future wants and needs of companies. The most important factor is to listen to the customers and find solutions by discussing what can be offered to them (Hakala & Michelsson 2009, 42.)

Experience is a reason to attend events for companies' employees to enjoy. Employees react emotionally to events happening at work and the reaction influences job performance and satisfaction, which is called Affective events theory (AET). Emotions provide insights into how workplace events influence on performance and satisfaction. Employees and managers should not ignore emotions or the events that cause them. That is why emotional intelligence framework is drawing interest. (Robbins & Judge 2017, 102, 115)

Design and events are both seen as topics where something new and surprising should happen repeatedly. Learning in a new environment can refresh thinking, give perspective, and can help the business. Entrepreneurs should take the most of it when meeting others; not to sell products but discuss about common interests and goals. At the events companies' employees can learn new current topics and learn communication and social skills as representing themselves and performing. The time can be used to connect with the guests of the event. The events usually have influencers who help to increase the awareness of the event,

or who can recap key messages that visitors may have missed during the event. Visitors can also see new ways of presenting topics and applications which are not widely used. (Brooks 2019.)

Entrepreneurs can meet new suppliers and network with peers, gain ideas and share information. Visitors do not learn only about new subjects but also about how to install those ideas to the industry. Learning new in conferences gives a short brake and visitors often return from a conference with new ideas (Brooks 2019.) Even an online attending can be beneficial (Fractl 2019). The cooperation of Dutch Design Week offers for participants unique opportunities to personalized coaching, networking, exclusive events, international professionals and experts, support in access to finance and marketing positioning as well as advice on intellectual properties protection. (Dutch Design Week 2020.)

An event can bring more capital from participants to the city and its companies from travellers when they spend more money in the area. They use local services, employ citizens, generate tax, contribute to GDP, help businesses professionally, and create a financial return. (Morrison 2013, 526–527.) Maximising local income from events it is needed to attract more tourists to the area and more external grants and sponsorships (Getz 2005, 392).

Sport events are known for volunteer help and visitors often take part because of the emotions sport events create to the participants (Masteralexis, Barr & Hums 2017, 345). Experience starts from the first contact and can continue to the pre-stage or to the next event (Masteralexis, Barr & Hums 2017, 346). For the volunteers it is important that the values of the organizers go together with the volunteers' values. Excitement, helping others, possibilities to grow and develop are important factors to start volunteering. (Kuuluvainen 2015.) Matching employees' and organisations' values with each other help to create success (Page Personnel Team 2017).

The common benefits of taking part in Design Weeks around the world are numerous visitors and companies brought together to connect, and effective communication tools between participants (Paris Design Week 2019). Taking part in organizing events opens person's mind to new ideas and trends, motivates, helps to network but also gives a chance to allow employees know

themselves better and socialise (Social Impact Award 2017). Motivation can be increased by simple concepts such as motivation pictures, posters, or quotes, keeping positive friends around, positive self-talk, exercising and being healthy, having a positive attitude, taking breaks, and sharing with others. Music can also stimulate motivational behaviour. (Hadler Scandinavia DMC 2016.)

Festivals and events raise the city profile, benefit companies in additional sales, can increase property prices and business development and bring together local authorities and communities (Raj & Musgrave 2009, 64). In business trade, it is a common belief that benefits bring motivation. Robbins & Judge define motivation as processes that account for an individual's intensity, direction, and persistence of an effort toward attaining a goal (Robbins & Judge 2017, 209).

### 3.2.2 Multiple Motivations to Participate

Visitors and companies attend conventions and meeting events because of education, networking, career path, and leadership enhancement (Getz 2017). Influencers commonly list different benefits of taking part in events self-learning and business-learning, networking, investing, and experiencing. Building meaningful relationships, staying current with trends by learning from powerful speakers, connecting with influencers and business target audience, receiving fresh ideas and solutions for the businesses are common benefits for companies' employees. (Fractl 2019.)

Individual motivation also brings satisfaction, as more motivated individuals are, the group is more motivated (Juneja 2020). There are many kinds of benefits that companies can have from attending an event. For employees, the possibility of attending an event as getting can also be a benefit from the company even it is part of the workday and does not include additional pay. In the event, a company's employee can be a passive visitor viewing the event venue, attending as an individual as an active participant, or represent a company and its products. (Hard 2020.)

Visitors can choose to participate because of the location or destination, especially visitors who rarely or never attend events (Meetings Imagined 2019).

At the same time, when visitors book their tickets and consider attending, location, time, cost, and benefits across their motivation. Visiting as a company representative in the position of an expert, employees can share or gain confidence (Singer 2013). Employees often try to discover customers for the company they work for as well as personal benefits for themselves at events. Attending as an individual can motivate more to participate than as a company employee, and the company can also benefit from individual learning and experience. Conferences are a place to search for and experience the energy of like-minded individuals. (Brooks 2019.)

Company employees can go to conferences together, for being more comfortable and not to feel as an outsider to gain that confidence and enhance the experience. Employees' self-esteem and people skills do not develop as well in online learning spaces. Visiting is a way out of the comfort zone, help to see new angles and what the business might need to improve. (Brooks 2019.) Companies can see participating in events as ineffective use of time, but it can give solutions on how to develop the business (Singer 2019).

Negative effects for the company can follow when companies' employees misbehave in events, or take part only in, or when they do not plan visits or avoid speaking opportunities. If company representatives do not take full advantage of offerings, as not have a goal, or avoid elevator pitches, entrepreneurs and companies can lose customers or connections. In case employees are too nervous and closed off or rigid for new ideas and methods, entrepreneurs cannot receive any benefits from the opportunities. (Johnson 2014.) Different fairs, board meetings, team building events, charity events, business dinners and conferences, product launches and holiday parties are common company events during the business year for marketing purposes, raise awareness of the company and services for increasing sales and customers (Hanchar 2018).

### 3.2.3 Quality Management Is Important Part of Events

Quality often defines the experience and is searched for in business events. It helps to place events in priority order and gives a reason to attend. Quality has been described in many ways. For example, quality can be “The conformance of a product or service to standards or norms.” by Crosby (1992, as cited in Monnappa 2020) or “A function of continuous improvement based on reduction in variation around the desired output.” by Deming (1986, as cited in Monnappa 2020).

Quality appears in common conversations as long-lasting and well designed. This leads customers to pay more for products that’s competition is sold at different price levels. The visiting experience needs to be a quality experience with four “Es” as educational, have escapism, esthetics, and entertainment (Pine & Gilmore 1998). Total Quality Management (TQM) can be utilised in planning and has a critical part of a strategic and systematic approach to aim to company’s vision, mission, and goals. Other sections include customer-focused and process-centred approaches, total employee involvement, integrated systems, continual improvement, fact-based decisions, and communication. (Crosby 1992.)

The event destination also needs to trust or hope that other parts of the participants' travel are successful. The event itself may not be responsible for the accommodation, flights, dinners, or other activities that the participant experiences during the trip. (Morrison 2013, 530.) Countries' high tourism areas are being redesigned because of the economic changes, for example, the COVID-19 pandemic. These factors certainly affect areas greatly (European Commission’s science and knowledge service 2020). As for competition, the design event weeks in Scandinavia seem to have a different orientation in design. For example, in Stockholm, the focus is on Scandinavian design (Stockholm Design Week 2020).

There still are challenges in business events in general. Companies have cut business travels because of the economic state and scandals worldwide, being



afraid of losing a good reputation or decreasing profits. Some destinations must compete for the events. The new technologies create challenges because of the changing culture of younger generations' and low-cost applications to meet visitors from far away. The image of business travel has been closer to an unnecessary perk than a critical component of innovation and job creation. (Morrison 2013, 529.) The great influence in companies' experience can be affected by in-house communications and platforms, for example, Google, Microsoft, Trello. It is important not to forget face-to-face meetings and future possibilities in communication. Analysing the strategy and communication plan, the right platform is easier to choose. It should be tested and evaluated. (Kurvinen & Seppä 2016, 85, 281.)

In Asia, China, Indonesia, Malaysia, and Thailand often use theme marketing strategies in their own tourism operations. For example, China as a Destination Management Organisation has used huge events as themes for tourism, as the Olympics. These events are used throughout the whole integrated marketing plan. The method helps to be more effective and consistent. (Morrison 2013, 342–343.)

For businesses trends of learning are describing the needs of the businesses and events in the future. Businesses need to train their employees continuously because the world changes relatively fast. Technology is an important part of learning while working, as it also includes continuous learning and self-development. (VALAMIS 2019.) Customer-oriented operations are important and small interactive trials can be useful when searching for customer motivation. (Kurvinen & Seppä 2016, 57–59.) The companies' usual problems seem to show as finance issues for the public. However, the greatest issues seem to be discovering qualified employees, competitive situation, regulations, and cost level. (Savolainen & Tuomikoski, 2019.) To overcome challenges seems to open interest in business owners. (Hakala & Michelsson 2009, 154.) In marketing, most issues concern new technology and how to utilize it (Booker 2019). Companies need help with measuring and managing marketing and technological skills to operate campaigns, understanding the most beneficial markets and methods (NewsCred 2020).

### 3.2.4 Reasons of Design Events to Interest Companies

Design can be misunderstood, and the value can be difficult to count, which reflects event participation. Design is not always tangible, and the designed products cannot always be compared to old ones to see the numerical sales results (Hambeukers 2018). Vuokko Takala-Schreib (2016) says that it is new to start understanding different marketing cultures with linked visual environments and companies are starting to recognise the design-related needs. As the visual expression forms from these aspects, it is crucial to use design to produce customer-oriented products and services. It constructs design fields in these areas, which are crucial when customer experience is highly valued. Visual communication is relevant to all design fields. This understanding creates meaning for utilising design in business. (Takala-Schreib 2016, 12, 25 – 26, 193.)

Investing in design can benefit companies, and on average, businesses investing in design are more successful. It can be in contradiction with designers who are more motivated with purpose than money. Hambeukers (2018) emphasises that user value creation combines the sides. This can be one solution to discover a common language as at the same time companies are now focused more on purpose than sales. Businesses are now focusing more on serving the customer. It starts empowering the employees to find a purpose for their work in a whole different way, creating motivation as seeing the value in design is more than the measured outcome. It cannot be directly measured and more as an investment where one sees the results as effects on people, processes, and organization. (Hambeukers 2018.)

London Design Week Salary Survey was researching the influence of using design in business. It shows that businesses fail to understand how design can help an organization. London Design Week created a Design Week Salary Calculator to help companies to understand the benefits of design. (Montgomery 2015.) Businesses can see the value of the success of businesses investing in design. Design Management Institute created a Design Value System to see the value index. The index is based on surveys, studies, and research programmes from the United States. The results of the index are positive for the design field. (Design Management Institute 2020.) Student Art Guide website has a listing of

possible art careers in design to give the perspective of the wide range of design (Gale 2020). The list is not an official one but gives an understanding of how complicated topic design can be. (Gale 2020.)

There is technology to create customer understanding with Design Probes created in Aalto University as the probes create understanding between user groups and products. These probes help to produce conversation between the customers and designers. These Probes fit Living Lab style environments and are reasonably priced compared to ethnographic fieldwork. (Takala-Schreib 2016, 225 – 226.) Customer-Oriented is an approach for customer-relations and sales. The company aligns the strategy and operations to meet the customers' long-term needs and wants to satisfy and retain them (Chron 2020). The service design sector is developed from the customer-oriented approach and again important as widely invested in global markets. Service Design means creating an optimal service experience for customers. (Interaction Design Foundation 2020.)

There are five common developing points for companies in service design, and the focus can be targeted, keeping in mind the customer and the mission. The common service design points are developing the service processes and contact points, developing service products and variety, service communication, -sales and marketing, companies' internal operations, and companies' business activities. (Koivisto, Säynäjäkangas & Forsberg 2019.) Statistics Finland list the largest business field branches in Finland; professional, scientific, technical operations, wholesale and retail, including motor vehicle and repairs and building. After these come industry and other service operations. (Statistics Finland 2018, as cited in Malinen 2018.) In the survey made in March 2020, it was researched that marketing budgets would not have major changes or will increase. Main categories for investments in B2B-marketing in reallocating live event budgets are content creation, hosted or sponsored webinars, social media marketing, search engine optimization, and industry vertical lead generation programmes. (Shea 2020.)

### 3.2.5 Motivation and Value in Networking Channels

The network describes a collection of nodes and the links between them (Goyal 2007). In events, networking is often face-to-face interactions and are essential for truly authentic relationships (Fudge 2019). Network economy describes the need for larger cooperation (King 2002, as cited in Fletcher et al. 2018, 135). Numerous stakeholders' need to have values and missions that coexist and are part of modern strategic management. The collaboration benefits can occur as reducing antagonism, avoiding duplication, and enhancing communication channels, lowering costs. Benefits can also be strength in numbers, interconnectedness within and cross destinations, efficient and effective exchange of resources, innovative cooperation in marketing campaigns with the ability to encounter greater standardisation, technological advantages with partner support, and further collaboration with making access to a wider area of customers, reservation systems and relationship building with more affordable Internet solutions. (Fletcher et al. 2018, 135–136.)

In business, networking is the exchange of information with others. The networking is part of independent work culture, and networking can be beneficial for career progression. An important issue is to choose the right events for networking. Depending on the network and whom to know, a personal network can have information, that can produce the information search faster than theoretical research. It can be more beneficial to know professionals than search for the information yourself. (Augustine 2019.)

Events try to bring companies together, and participating companies can seem as a random selection. Strategic networking can help the business or an event when the efforts are intentional and purposeful. A successful network benefits both sides. It is more common to network with employees already connected, limiting access to new network connections and ideas. Often networking happens randomly, hoping that a useful connection will be found and non-proactive waiting for a connection. However, networking should be scheduled in a strategic sense, and companies should follow up the connections. (Marcus 2019.) Even cooperating with the competitors is not a new phenomenon (Fletcher et al. 2018, 136). Businesses overlapping might still benefit from cooperation when it can

bring wider markets and an eco-system as the airline business show when combining different airlines brings routes not seen before. Other benefits can be meeting customer requirements and sharing risk and technology. (Watenbaugh 2019.) Local companies participating events can join for sharing customers, the cooperation can have a pull effect when customers are easily directed to the next company. The locality can be trademarked as Likiliike is an example from Lapland how it can define business as local, which shares customers between different industries with one shared value (Likiliike 2020).

As events are temporary and can happen repeatedly, it is important to have a good communication system between the events, when the customers are not seen. Integrated marketing communications (IMC) helps to repeat messages to from events to companies, customers, and between organisers in different media channels and formats. (Morrison 2013, 346.) Planning a process of communication can guarantee that all the companies are informed and managed in the same way. It also helps to see the important parts to develop as trying different methods to attract companies. Inner communication should happen through the whole house and not just one department of expertise so that everyone feels involved and can connect to the customer companies. (Kurvinen & Seppä 2016, 101).

Networking happens online and offline, and events can focus on combining platforms for both types of participants. Bizzabo blog company has researched event marketing and B2B- marketers' visions and motivations for the coming years. Their event industry statistics show that face-to-face meetings and in-person events greatly impact successful business outcomes (Bizzabo Staff 2020a.) As it is contradictory if event networking should happen online or offline, both methods seem to be popular in the future. Marketers invest more in virtual events and spend most of their marketing budgets on events that seem to create more leads for companies. The management has seen the in-person meetings critical for success as hosting and sponsoring events. Not all in-person B2B-marketing events are likely moving to online sessions. Especially successful companies are seen increasing their in-person event budgets but can be affected later by the pandemic. (Bizzabo Staff 2019b.)

According to Bizzabo Staff, networking is seen as a critical marketing channel for business objectives. The focus is more on the attendee experience, with the fact that 20% of responders before the peak of the pandemic were responding as “greatly committed” in face-to-face events. In general, 33% of event planners would use investing in enhancing the participant experience with using additional budgets. (Bizzabo Staff 2020a.) Event Marketing research shows that manufacturing and business service sectors have the most impact when healthcare and software marketers manage best to maintain marketing activity and spending (Shea 2020). In America, after the COVID-19 pandemic had begun, the participants miss in-person meetings and are more likely to invest more in live events and convention centres (Shea 2020).

The liability is an important part of event networking, and communications as the organisation fulfil the expectations and agreements of the cooperation. Cooperation should be evaluated as it is a great opportunity to check if the need for products or customer value has changed for future sales. (Kurvinen & Seppä 2016, 101.) The price of the cooperation should be linked to the value that the customer receives from communication and guarantee the liability. Too many discounts or checks can turn the customers away. The right price should be pre-set, and the value created from the customers’ needs and wants by conversations and benchmarking (Kurvinen & Seppä 2016, 77.) Asking open-ended questions gives the space to discover how the businesses can cooperate. The benefits of networking include selling ideas across the organisation and promote new opportunities. (Marcus 2019.) Networking at events can be draining and take a great amount of time; a strong professional network gives back decreasing workload (Augustine 2020).

Information and Communication Technology (ICT) systems are used to create platforms to discover a way to participate, marketing, motivate, and for accessibility, information sharing, recruiting and making social connections. (Mäntyneva 2019, 37.) On an event website, the customers can be led to the right products and services with carefully placed visibility. Now 62% of B2B buyers are ready to gain deals based entirely on digital content. Infographics play a huge part in increasing understanding faster than written text from companies. (Blue Corona 2019.)

Using social media as a B2B-communication tool starts from the places where the customers already are (Niininen 2018, 16). Attending in Facebook-groups that fit customer profiles, work in the same field, or have entrepreneurs to help as peer support is seen as positive. (Niininen 2018, 17). It is useful to have a profile on one or more social media platforms. (Niininen 2018, 22). It can be adapted to company customers that in leisure tourism, the key factor is that tourists can express their own personal demands. More bookings are made electronically, which requires specific systems. These systems place small and major suppliers on the same level. Even the smallest supplier needs to have a website and an email address because fewer customers walk in. (Fletcher et al. 2018, 458–459.)

Job searching pages and now event organisations mention LinkedIn as a networking tool before face-to-face meetings (Johnson 2019; Balkhi 2019; Blue Corona 2019; Niininen 2018). Furthermore, 80% of employees leading the business decisions are LinkedIn members. (Blue Corona 2019). LinkedIn is a known free B2B-networking platform but needs a detailed plan and updating. LinkedIn is recommended to use side by side with the regular business networking to grow opportunities. (Thomas 2016, 60–61.) Meetup is a platform that collects event groups and allows visitors to search for the events with their preferences, as Meetup Pro allows them to create and manage their own groups (Meetup 2020). The value in networking grows with the digital world and websites (Morrison 2013, 373).

#### 4 QUALITATIVE METHODOLOGY AND THESIS PROCESS

The research method of the thesis is qualitative. Qualitative research was conducted with five interviews for local companies. The qualitative method is commonly used to discover answers related to questions with potential problems, questions about experiences, finding meaning and attitudes towards subjects, especially in unidentified target groups. Quantitative research has seen more systematic collection of data, but a qualitative method can also be evaluated. (Hammarberg, Kirkman & Lacey 2016.)

The research question was what motivates companies to take part in Arctic Design Week. The thesis was conducted from Autumn 2019 to Winter 2020. The author saw the method suitable within the research environment as the primary research was to discover answers that might be surprising or otherwise unexpected. There was qualitative research, and data was collected in interviews for five different companies. The qualitative research aim was to investigate reasons and solutions for Arctic Design Week that was not repeatedly researched. The qualitative research was formed to reveal new viewpoints or give grounds to focus on topics that have already been under discussion at the office. The answers were analysed with thematic content analysis. For the thesis, secondary research literary and internet sources were applied.

In the thesis is familiarised to a variety of companies' possible motivational aspects for participating in events. The open-ended questions are questions that do not provide ready set answers and can provide more diversity in data than closed-question survey (Allen 2017). The quantitative method is not seen as useful when researching on motivation because results provide less detail on attitudes (McLeod 2018).

The thesis process began from understanding Arctic Design Weeks needs and focusing the audit group to one customer segment, for the design service buyers. The event needs to attract businesses in different fields to grow attendance, involve more locals, and to help increasing interest in design. The thesis process included gathering secondary data, the research interviews as primary data and



analysing the collected information. The object was to find out what motivates businesses to attend events.

Arctic Design Week is a wide target audience event, including different customer segments and not all customer groups can be predicted to have the same motives for participating in the event. The audit group was selected together with the commissioner. Design service buyer companies are an important audience for the economic growth of the design field in the area and with understanding the motives of the companies the event's design services and event programme can be developed for the needs of the businesses. The theoretical research for businesses helped to create the research questions for the qualitative research and widen the perspective for the analysis after the interviews. Challenge of the process was to find companies for interviews during the COVID-19 pandemic, but five companies were interviewed for the thesis.

The questions were open answers which were written down and recorded for the analysis. The decision was made because it was not clear if one singular answer or reason was found to solve the research question. The material was analysed in a qualitative way when it was coded, themed, and discussion made from the results with combining theoretical materials to the author's perception.

The results were analysed after the interviews. The data was analysed to categories and combining the results with theory concluded to the conclusion and discussion. The result themes are efficient increase in sales, cooperation between companies, values, and design learning. The discussion proposes the main development areas as the result categories and solution proposals for the future.

## 5 RESULTS OF QUALITATIVE RESEARCH

### 5.1 Background of Research Interviews

The primary research was interviews with buyers of design service providers. The interviews were conducted with companies seen as design buyers, although the interviews would have been beneficial also for design service providers. Target group selection was made by the willingness of companies to participate in the research at the time that might have been affected by the COVID-19 pandemic or other circumstances. The aim was to create an idea of the wanted benefits from Arctic Design Week for seeing the value to take part in the cooperation but also to develop the partnerships to be a better experience.

The thesis interviews were conducted in June 2020 after the COVID-19 regulations allowed face-to-face meetings again. The interviews were designed for the businesses in Rovaniemi and to be completed at the interviewed businesses' locations. That way, interviewees were more comfortable answering the questions. The purpose of the interview was to discover why or why not the companies have worked with Arctic Design Week, what are the motivating or unmotivating parts of the cooperation. The format of the interviews was individual interviews and was recorded for scripting.

The interviews were designed to take a maximum of half an hour. Companies received contact information in case of interviewees have questions about the interview. The topic and purpose of the interview were explained for the interviewees. The questions were delivered in advance for businesses to think the answers and questions about the interview. The interviewer biases in the research might have been confirmation, anchoring, or intuition bias.

The interviews can help to create a target group sketch, including the idea of which companies are more interested in taking part in on which motivation. The interviews are designed for companies that have or have not previously participated but are not working with Arctic Design Week now to discover crucial points to develop the events. There is a possibility that interviewing the companies annually, might not give information on why some companies do not continue the participation. The focus is to develop long-lasting partnerships with

Arctic Design Week. The questions for the interviews for the primary thesis research are in Appendix 1 and 2. The answers could include target group reflection to values and needs, with companies' sizes compared to what events they would want to attend, and how or how long and which way the companies would want to attend. The answers can include possible information on what companies expect from the event.

The five persons interviewed are working in businesses located in Rovaniemi. All companies are Finnish and small and medium-sized enterprises. Four of the interviewees oversaw the local business decisions and are mainly located and established in Rovaniemi. One company's main location is in Southern Finland but has a branch in Rovaniemi centre. Companies were interviewed in Finnish. All companies are in the range of 0,5 km from the Rovaniemi centre except one. For anonymity, the companies are numbered as 1 to 5 for the thesis in chronological order of the interviews. All companies had not participated in the event before and were not familiar with the event.

All interviewees are highly conscious of the entrepreneur's daily life in the companies. During the interviews were noted that all companies had renewed the business somehow after the establishment. The interviewees could freely comment on the case and Arctic Design Week in general during the questions which were given in advance and interviewees seemed during the interviews all to be personally interested in design. Employees were interviewed in person in their own business locations. The questions were open questions. The results are divided into four parts as themes: efficient use of resources, cooperation between companies, values, and design learning. In the results, there are theories applied to the conclusion.

Interview questions were in Finnish to have comfortable discussions for the interviewed employees (Appendix 1; Appendix 2). It is hoped to discover deeper answers from personal perspectives than in the quantitative method. It is recognised that these results may not be consistent with all participants and might change during time and environment. Afterwards, it is still important to have also active observation data for Arctic Design Week development to reflect on the

results. The author recommends using in the future both qualitative and quantitative methods, finding data about customer value and motivation.

The qualitative method and reliability can be discussed, as the research method can give different results in different situations, even the same answers would be repeated during the research, which is part of the quixotic reliability. The diachronic reliability is seen problematic with qualitative research because of natural changes. Synchronic reliability issue does not have the same results with different methods, which can happen in qualitative research. This understanding means that qualitative research has many reliability issues, but research has shown that trustworthiness can be improved by reasoning and practising, and testing methods help to increase reliability. The fact that the participants of the research are not in-line in all situations and might have more socially acceptable answers during the research. It is reasonable to think critically what the research results are telling about. (Saaranen-Kauppinen & Puusniekka 2006.)

The validity of the qualitative method tells if the research is legitimate. In qualitative research, the created credibility and assertiveness lead the validity. The research will never give a complete understanding of the matter. (Saaranen-Kauppinen & Puusniekka 2006.) The qualitative method's limitations during the research can be personal and over-simplifying, causing generalization, unnoticed research biases, and expectations. The interviewees can be emotionally involved in the contacted research project, and the behaviour of the study subject can be changed when the researcher is present. (Saaranen-Kauppinen & Puusniekka 2006.) The interviews can be repeated to see the change in companies' motivation, to show the reliability and validity of the research. The reliability would show in the repetitive interviews, but the validity is seen in the results analysed. The thesis is limited to one-year research and does not cover the full reliability results.

## 5.2 General Image and Challenges of Arctic Design Week

Arctic Design Week's image varies for interviewed entrepreneurs but seems to be strongly connected with fashion. All participants knew something about the University of Lapland and clothing design students' collaborations with Arctic Design Week. When asked about the event's general image, the fashion came up the most with Finnish design. The event was even seen as an artistic movement. From previous years it was clear that Arctic Design Week should get closer to the locals and different business trades to be more successful (Torvela 2019). In 2020, two of the companies were participating for the fashion show for the first time.

[...] Domestic design such as what they sell in Valkko shop. (S3)

Nordic fashion week, showing new design and fashion together with the University. [...] (S2)

During the interviews, companies found it difficult to discover their own things during Arctic Design Week, since not all of them sell arctic design. It was wished, the event would reach more everyday life. The event attract interest, but the target group did not always match the companies own prospects.

We want to support local entrepreneurship, but we do not sell Finnish products. We do have some Scandinavian design for sale. [...]. (S3)

[...] We would be interested in of an information package how to participate in the events. [...] (S2)

The objective is to motivate companies to participate, and the main issue companies had, were not being familiar with the entire event entity and use of the companies' resources for the event. The challenge is in the correlation of the first impression before attending, and the image of good input-output relations and optimistic expectations when considering participating or after the event cooperation. Interviewed entrepreneurs were interested in collaborations and efficient use of resources.

Companies sharable moments and previous experiences opened the chance to participate again according to the interviews. The positive experience created security to trust that the cooperation was beneficial, communicated well and showed how much work was needed for the event. Some companies had worked with or bought services from the University of Lapland and saw the experience and result positive, furthermore the businesses can increase possible business connections in the events.

### 5.3 Efficient Use of Resources as Motive

The aim was to discover reasons why companies participate in Arctic Design Week, and resources were shown as a main theme in the answers. During the interviews, it was clear that increasing customer activity and business improvement were most important for companies. The event can be an efficient way of increasing sales (Hanchar 2018). Businesses want to aim to limit the time and resources used to events. During the interviews, certain topics repeated as time and cost. Sharing the campaigns and events to activate customers could be positive cooperation. The motivation to find the time could be found in companies own strong points.

We would take part more often, but there is no time. (S1).

The contribution was not too high; work relation was good, and the image of the cooperation was great. (S2).

Because of all companies and their yearly participation are different in kind, the companies needed resources varied (Hakala & Michelsson 2009). The negative nature of lack of time would mean sharing resources efficiently with others and getting resources from Arctic Design Week, which could interest to participate. Efficient use of resources can be a positive motivation for B2B cooperation.

Some of the events were cancelled after the started cooperation, because of the COVID-19 outbreak, so the numerical results are not available of the benefits that would have taken place for the new participants. Time and cost were the first

impressions of the interviews, and the theme continued through the answers. All the interviewees had different experiences with Arctic Design Week but were conscious of the time used. The companies' experience in similar events before motivated to join the events again. It was seen easier to participate when the company did not need to organise outside owns a business as, for example, the fashion show needed just to organise one's own part of the show. Even fashion models were organised for companies for the event.

Because Arctic Design Week offered services, we did not need to do anything extra [...]. (S5)

It was also mentioned that the request for the participation came too late or never as the other events were not so familiar. Entrepreneurs' lack of time can explain the little information they had on the event entity. Companies saw the challenge already in familiarising to the events, and it did not seem easy to find the time to start. The company that has not worked with Arctic Design Week mentioned that they have had no time to know the event better but had heard about it.

The time should be generously shared to plan and prepare for practical applications. To save resources, it can be beneficial to work annually as the previous years' work can be reused, and the saved resources can be used for development and data collection. The data collected can help to present and analyse results for the companies (Crosby 1992). The challenge is the right balance between investments and profits for participating companies. Companies are often worried about how or how much investing in event creates profit. Resources such as event funding can be affected by global economic issues and business trends.

The cost was mentioned usually in a positive way and only once actually mentioned that the event seemed too expensive. It did not seem easy for the companies to use the money in the event but was believed to be beneficial. The expectations of the participants were positive but results not predictable before the actual event.

[...] The cooperation was easy, and I believe the input-output relation would have easily been positive, if the event would have happened. [...] We would happily take part again in the fashion show. (S2)

[...] earlier the event has not met our store's needs [...] (S2)

The resources need to be well planned to access full potential. The resources as workers and money need to gain visible or countable benefits to show the potential it has, for example, gaining customers and contacts for participating companies. The benefits can be less tangible if the employees get experiences, learn, or feel that they work for a common benefit (Fractl 2019).

Small businesses have limited extra time to use during peak or regular seasons, and it can be beneficial to make the participation flexible and possible to attend and pay for small parts to whole day events as companies can have many events during the year (Hanchar 2018). If the employee feels free to come and leave at any point, the easier the decision is to make to attend. Communication is also tiring, and companies need to communicate with the employees or work in other ways during the day, so breaks can be needed between sessions. Communication with the companies needs to reveal how they want to participate and what are the businesses current needs, combining the right people to network. Additionally, sharing resources can be helped with sold readymade company packages, to help to organise the event participation for companies as the packages can be created from the workforce, furniture, and/or design services. Employees might want to be in different places at the same time which makes variations of attending forms and video participation more important.

For sharing resources, Arctic Design Week can use crowdsourcing for sharing resources as it can be applied to business visitors for sharing the local image in future. Customer community can give insight for the visitors, share ideas, and help each other, offer places for additional sales and updates but also keep the customers longer. The experience of smooth and easy participation helps to see the benefits and the recovery after the day will not be too overwhelming.



#### 5.4 Cooperation Between Companies as Motive

None of the interviewed companies that had participated in Arctic Design Week had organised an event on their own. They participated with other companies or with Arctic Design Week partners. According to the interview data, most companies participated in the events because Arctic Design Week production or organisers asked. Cooperation had a positive atmosphere and worked in the way that the companies' output was not too heavy. As seen in research, cooperation and communication seemed to have a great image. The bias of the results can be in the selection of interviewed companies because most were taking part in the fashion week that is a new concept during the week. Only one company was more familiar with the variety of events.

The cooperation was professional, the environment was right, taking part was easy [...]. (S2)

We have always participated in something since the beginning. (S1)

The data shows that companies saw cooperation easy when the company had been working with Arctic Design Week. The cooperation is professional, comfortable and companies and their employees would be happy to do it again. Three of the companies were taking part in the fashion shows and were happy also for the cooperation with Arctic Design Week partners and event organisers.

We have worked with the University of Lapland's student partner before, and we like working with her [...]. (S5)

It can be challenging to discover the time for the cooperation and benchmarking the event for the companies. The challenge with the organisers is to guide the service buyers to all relevant events. For design service buyers, the motivation and objective to take part can be finding services and networking with customers. Often sales promotions, marketing opportunities and discounts for customers can be seen easier and more profitable than taking part in events as an entrepreneur doing something that is not part of the daily tasks. Speaking in front of the crowded room, taking part in conferences or educational workshops may seem overwhelming and could be outsourced. Abnormal tasks need motivation from

collaboration values and targeted learning opportunities. The objective could be sharing the previous visitors gained practical benefits and as Morrison (2013) highlights; how the local area can benefit from the event, can sharing public benefits can also increase motivation for participating. The key results now are companies' motivation laying on resources and visibility, which can show in the data. During the interviews was noted a variety of cooperation possibilities when companies were not searching for the same services from Arctic Design Week.

Quality can be searched through service design and customer-oriented approach and the huge role can be in the first impression lays on marketing, and service design. Companies are searching for quality in cooperation, and the first impression needs to be enough as Masteralexis, Barr & Hums (2017) emphasizes emotions created can be important part of participating in events (Masteralexis, Barr & Hums 2017). The communication seems to be one key element that needs improving to improve the quality of service. The aim of Arctic Design Week is to offer something for all senses and a compilation of experiences, so there is something for everyone in the customer and company segmentation groups. The quality cannot be ensured for the whole customer journey with every detail, but cooperative partners can support common values, Page Personal Team (2017) sees it to support success (Page Personal Team 2017). When network unites and grows more effective processes such as with communication, marketing, and sales departments between organisations and companies.

Design services can be more often one-time operations, and the continuous need is not always recognised. Although this can be growing, because of the online service applications where the company should be present daily. Deputies service can offer one-week employment during Arctic Design Week for locals to companies who wish to participate but do not have resources. The campaign can add local employment for selected personnel and help the attendance growth.

Arctic Design Week is focusing on developing the brand with responsibility (Torvela 2019) which can already help with discovering like-minded companies. Cooperation between the design service providers and comparing them can be a great way to combine professionals. It seems new to find business partners

outside companies' business fields. The cooperation can simply be connecting to companies in the local area with the same values as Likiliike (Likiliike 2020).

Stockholm Design Week shows that big car manufacturers interest everyone. In Finland, big companies such as Fazer do not specify the customer segment as they are known to be international and nationwide. Finding similar partners with a wide range of products can help the image. Collaboration with other design events as Design Forum Finland, Tampere Business Meet or with members of the World Design Weeks as directing customers to right leads and sharing budgets can help to have wider eco-system. Cooperation gives visibility when companies can visit each other's events for promotion.

Commonly design companies teach companies to improve technical skills as the simple solutions are more difficult to companies than customers (Hakala & Michelsson 2009), for example, by cocreating websites, which can be needed even more in future. The learning objectives can be practical when the image of the design world can be overwhelming and uncountable. It seems confrontation when design events should also be highly design-focused, which creates a variety of marketing mixes for companies.

The next challenge is to discover out which companies feel connected with the arctic or design enough to participate and how to connect other companies. It is needed to measure and find out what different customer segments inside design service buyers search from Arctic Design Week and generally in the arctic business economy. Wider image from the global and international environment is crucial. The arctic areas cover a vast landscape, and for international interest, the collaborations need to expand, inside Finland the motivation can be found from breaking boundaries between design and other business fields.

Local companies can introduce customers to an authentic destination by cooperation, even before arrival to the country for the wanted image of the destination. Juneja (2020) sees the single parts motivating others, and working as an example, can companies increase participation in events (Juneja 2020). The motivation in selling local products and services can add profitability and for visitors' joy of receiving souvenirs and tasty samples. The important note is that

companies should understand to evaluate their methods and actions with different accessibility issues to notice places for improvement.

### 5.5 Values for Companies as Motive

Values are important to be same with the cooperative partners or at least not crossing each other's. Arctic Design Week combines businesses with an interest in design or local events. Values in the event week often include an idea of sharing the struggles of the design field's low appreciation in other fields. The companies want to be seen for great audiences and increase awareness of their new and relevant products.

Companies value locality as developing the local economy, and support increasing design field's appreciation. As Raj & Musgrave (2009) highlights, local events bring authorities and communities together (As Raj & Musgrave 2009). Entrepreneur's own business and the local economic situation are seen important. Values as locality and visibility were the most important subjects to increase business. The visibility seems a key feature of taking part in the answers. The fashion show was expected to bring the hoped visibility.

[...] We hope the visibility would be more year around to be more everyday subject [...] (S1)

The visibility is important; we do not use Facebook or television advertisement. (S5)

The locality was mentioned many times, and companies want to support local activities. Companies consider to be local businesses and part of the economy even they do not always feel arctic. Some have used local young entrepreneurs to develop the company, but also some have hired local workers. The company located in Southern Finland wanted to be part of the local markets but also lift the economy in the area as they hire local workforce.

Supporting local entrepreneurship is important for me. (S3)

[...] the direction is better now as being more a city festival from a design-oriented event [...] (S1)

Values can be seen from very different perspectives. The visitors and the companies have all kind of different motivations for participating in the event, but values can be the same. As locality is important, the main differing part is the products sold. Not all companies have locally made products or even made in the arctic areas, it shares opinions if companies feel entitled to take part in the collaborations even the values can be similar.

Companies want to be locally present but do not always seem to know how. This understanding was shown in the data as they prefer local development but do not know all local opportunities to take part in the process.

[...] interested about styling, designing, photographing [...] support local entrepreneurship [...] Visibility [...] (S3)

## 5.6 Design Learning for Companies as Motive

Design is seen differently by everyone reminds Hambeukers (Hambeukers 2018). Everything from fashion design to interior design is easier to understand in concepts that have not changed so much in the consumers' mind during time. More visible collaborations with other schools in paid services might bring the light of the wide range of design. Design can help the responsibility issues in various ways as responsibility can be increased by design. Service design helps to improve the whole process or method thinking to the more responsible outcome, and marketing helps to send the message and values to the public. It seems that bigger global issues might not be relevant in daily business but can connect to the meaning of smooth workday and benefits in operational levels.

Design clearly interested all interviewees. Some participants wanted to learn more about design in ways to improve one's own business. Design learning motivates as to increase sales with an attractive business environment and services. Companies have noticed Arctic Design Week's cooperation with the University of Lapland. Two of the companies had used graphic design services

for the companies' visual designs outside the event. Learning and finding help for ones' own business seems to be a positive motivation for participating again.

We would like to improve the customer experience and interior design. (S1)

[...] Help with expanding the business [...] (S4)

However, the help with interior design was not the only matter companies are interested in. The development of the business was still the main area of learning through the answers. Companies think its important to know how others see own's business and how it could be improved. Then the image of the business is clearer and development ideas can stand out.

[...] comparing services and having someone to give advice [...] (S4)

It can be useful to use service design and digital design to construct processes simpler and easier to manage. The technical part of the design industry is still trending (Kurvinen & Seppä 2016) and can be separated in the image of only graphic design to help to attract the businesses. The design consists of many different areas and can be connected easily. According to trend forecasts in solving companies' issues (VALAMIS 2019), Arctic Design Week should place more emphasis on practical design. The main reason to participate seemed most often to be the company itself but also personal interest for local companies and activities. Usually in the answers the innovative design field in general was not main reason to participate. The main learning points wanted in design were space and interior design, expanding the company, personal development and personalizing a local branch as Heino (2019) highlights the companies are now hiring more designers (Heino 2019). It has noted, the companies need different focuses with, for example, self-improving and service design over time.

[...] I wonder what the company could learn as a local store [...] (S2)

[...] I am interesting having advice about designing big spaces because of expanding the business. [...] Something that would serve my own company, and maybe personally. (S4)

Arctic Design Week is not safe from global economic impacts. One crucial challenge in Finnish Lapland is summer tourism and how to steady the customer flow for a year around business. Additionally, because there is no exact competition in design weeks in Lapland, the event week entity is unique in the area and can be used in design learning and widen the image of design for the visitors. For designers and design service providers, the event seems to be the biggest in Rovaniemi and Lapland. Through time in architecture, social responsibility has been greatly influential, it is visible and practical part of the design affecting people. Living environments are an everyday concern for people but the wide range of design as an entity can be unknown reminds Cooper (Cooper 2018).

Public space design during Arctic Design Week can be highlighted more and city installations could be present. The great leap forward in the year 2020 to widen the product and event range can develop to more concise and finely designed with integrated marketing communications. The better data is collected every year, and great value is in the future's data to support the learning and economic value of the event entity for B2B operations.

## 6 CONCLUSION

The thesis results have shown four key motives that can be emphasised during the development of Arctic Design Week event. The main motives for companies to take part in events in the case of Arctic Design Week are efficient use of resources cooperation between companies, values, and design learning. The image of the event and these motives creates the motivation level for the entrepreneurs. The motivation is created with the personal balance of the individual employee motivation and the company motivation. For example, the locality brings emotions in the entrepreneur and customer, and it is important for the product design and customer segmentation. The motives touch the areas of different motivations from active attending with business improvement and design, such as finding more customers through visibility.

Companies' experience is as important from the beginning to the end. When leaving the venue, the entrepreneur needs to see results of cooperation as a customer flow in the event or as an increase in sales. The resources need to be available, so the companies do not feel too overwhelmed to join the events. During the event, it is important to ensure that the company gets the wanted visibility. Arctic Design Week can widen the cooperation of online presales and products. The future developments need to focus on the results of the primary research by noting the impact of trends and development in businesses' needs with communicating and networking. The service design buyers are searching for advice in current business issues, including design subjects. The event entity should not feel too design-oriented for companies to take part in the events. Investing in the future, reaching expectations, and creating experiences are clearly important topics for defining the audience of the events. The motivation for companies grows from the needs of the visitors.

As the event is a design week, the high value is also in learning and experiencing new, possibility to discover business ideas, or improvement points and enjoying the business field itself. What comes to mental images of destinations and visions Arctic Design Week seems to have started developing both. The best feedback comes from the users and accessibility issues can be discussed with cooperative



partners and visitors. Customers can still value the experience more than one's business improvement.

Concluding the thesis has given understanding on the local business environment, the challenges of event planning and organising with multiple branches and, for example, understanding on business and event competition, prioritising event organisational subjects, business owners' views on design needs, effects of global and economic impacts on business environments and customer segmentation, including other tourism-related topics. The thesis can be seen successful in having results to consider in future developments. Larger data could produce the results more beneficial to support the dependability and credibility of the research even the answers are not expected to be the same every time research is conducted because of the hoped development in the events. The thesis objectives are reached with a small target audience and can be utilised in designing the event to be explored and evaluated with a greater audience to see the final value and results. The research can be repeated to find topics for future research utilising qualitative and quantitative research methods. The research shows that same issues arise in theory and practise but the clear emphasize is on the interview results as they reflect the current and prior needs of the entrepreneurs.

It is highly recommended that the City of Rovaniemi with Business Rovaniemi and the University Consortium will in the future continue bringing a more versatile image of the schools and design with sharing the workload of organising the event with companies. The future research topics can include the process of attending Arctic Design Week, in-house communication between organisers and businesses, and how the experience meets the values and visibility of the entrepreneurs. The numerical data can be gathered to support the data of qualitative research and results for participating in the event. The motivation can be measured by customer satisfaction, and development can be planned based on the feedback and wishes of previous event visitors. Performance evaluation can measure the experience of international or domestic visitors, cooperating businesses and locals taking part in the event.

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## APPENDICES

Appendix 1	Interview Questions in Finnish
Appendix 2	Interview Questions in English



## APPENDIX 1 1(2)

## Interview Questions in Finnish

## HAASTATTELUKYSYMYKSET SUOMEKSI:

1. (Kerrotteko yrityksestänne ja omasta taustastanne lyhyesti?)
2. Mitä teille tulee mieleen Arctic Design Weekistä?
3. Onko yrityksenne osallistunut Arctic Design Weekiin?
  - 3.1. Kuinka monta kertaa?
  - 3.2. Milloin ja mihin tapahtumaan, mikä oli roolinne?
  - 3.3. Miksi?
4. Mitä odotuksia teillä oli tapahtumasta?
  - 4.1. Olitteko tyytyväinen, suosittelisitteko?
  - 4.2. Miksi?
5. Mikä oli tärkein syy osallistua yrityksen kehityksen kannalta?
  - 5.1. Miksi?
6. Käyttääkö yrityksenne ulkoisia muotoilupalveluita, millaisia ja mihin tarkoitukseen?
  - 6.1. Keille yrityksenne tarjoaa muotoilupalveluita?
7. Mikä taloudellinen merkitys osallistumisella oli yritykselle?
  - 7.1. Mikä oli panos - tuotos suhde?
  - 7.2. Mitä hyötyä olette saaneet osallistumisesta?
8. Mitä opitte tapahtumassa? Jotakin konkreettista, esim. Ideoita?
9. Kuinka saitte tietää tapahtumasta?
  - 9.1. Mikä kanava, viesti?

## APPENDIX 1 2(2)

10. Mikä saisi teidät osallistumaan seuraavaan Arctic Design Weekiin?

10.1. Mitä haluaisitte oppia tai kokea?

11. Onko jotain mitä toivotte, että ensi vuonna tapahtumassa tehtäisiin eri tavalla?

12. Mikä olisi teidän unelmien ADW? Kuvailkaa vapaasti.

Oletteko kuulleet seuraavista suunnitelluista konsepteista:

- ÄÄRI Arctic Design Expo
- Arctic Fashion Show
- Arctic Kitchen -ravintolapäivät
- Arktista Vimmaa -kulttuuriohjelmisto
- Arctic Open Doors -teemaohjelmisto
- Menestystä Muotoilulla Foorumi, Korundi
- Elinvoimaa Muotoilulla Foorumi, Korundi
- Arcta Muotoilutreffit
- Sled Pitching -Arcta

Onko jotakin mielenkiintoista tai puuttuuko jotakin?

## APPENDIX 2 1(2)

## Interview Questions in English

- Can you tell a little bit about yourself and the company?
- What comes to mind about Arctic Design Week?
- Has the company attended Arctic Design Week?
- How many times?
- When and which events?
- What was your role at the event?
- -Why?
- What kind of expectations you had about the event?
- Were You happy with the outcome?
- Would you recommend the event?
- Why?
- What was the most important reason for the development of the company?
- Why?
- Does your company use outsourced design services?
- What kind of and for what purposes?
- Does your company offer design services?
- What was the economic importance of attendance?
- What was the output-input relation of the attendance?
- What kind of benefits have you gained from participation?
- What did you learn in the event?
- Something practical? For example, ideas?
- How did you find out about this event?
- Which channel, message?

## APPENDIX 2 2(2)

- What would make you participate in the next event?
- What would you like to experience or learn?
- Is there anything you hope Arctic Design Week would do differently?
- What would be in your dream Arctic Design Week? Describe freely.
- Have you ever heard about the following concepts?
  - ÄÄRI Arctic Design Expo
  - Arctic Fashion Show
  - Arctic Kitchen
  - Arctic Passion
  - Arctic Open Doors
  - Success by Design Forum
  - Vitality by Design Forum
  - *ARCTA Matchmaking* & Dash Lapland Design Challenge
  - Sled Pitching -Arcta
- Is there something interesting or is something missing?