

Creating a Product Concept to Oy High Peak Finland Ltd.

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Bachelor's thesis
December 2011
Degree Programme in International
Business
Tampereen Ammattikorkeakoulu
Tampere University of Applied Sciences

TAMPERE UNIVERSITY OF APPLIED SCIENCES

International Business

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Title of the work	Creating a Product Concept to Oy High Peak Finland Ltd.
Number of pages	54 pages
Completion date	December 9 th , 2011
Commissioned by	Oy High Peak Finland Ltd.

ABSTRACT

The goal of the thesis was to launch a successful product concept in the form of a fitness campaign for companies. Oy High Peak Finland Ltd. is a company that sells promotional and giveaway products in Tampere, Finland. The manager of the company wanted to create a concept where Oy High Peak Finland Ltd.'s products would serve as motivators for the companies' employees, during a fitness campaign. The objectives of the thesis included of finding out what length should fitness campaigns be, what kind of products are useful for employees, and in general, would companies be interested in purchasing and employees in participating fitness campaigns. The method used was a qualitative research through semi-structured interviews to customers of Oy High Peak Finland Ltd., as well as, to Go-Go Fitness Center to learn more about the motivational factors.

The research was successful and gave necessary information to create the product concept. The results showed that a fitness campaign should generally be of a length of three to six months in order for the campaign to be effective enough. The sample fitness campaign card created for the thesis used a period of 15 weeks as it fell into the ideal fitness campaign duration. The qualitative research also answered the questions about the kind of products needed for the campaign. Each interviewed company agreed that the products should be related to fitness, so that they would motivate the employees also later. The results also showed what kind of methods reached the employees during the launching of the campaign. The information needed to be clearly expressed and the goals stated beforehand, so that each employee was aware that there would be rewards given to them. In order for the campaign launching to be a total success at Oy High Peak Finland Ltd., the graphical designer should make all the fitness campaign concept's materials professional looking. The products serve the main purpose, but the materials such as instructions, useful fitness information and the campaign card are the things that companies want, in order to make the launching process simpler.

Key words: product concept, fitness campaign, motivation, qualitative research, and capacity to work.

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1 INTRODUCTION

Oy High Peak Finland Ltd, is a giveaway and promotional product company that also imports large part of the products they sell. High Peak specializes in giveaway products, but also does reselling and business-to-business sales to its' direct customers. The manager of High Peak, Jukka Lylykorpi suggested this topic of creating a ready concept of fitness campaign that could be sold to the customers of High Peak.

The *capacity to work* is taken seriously in Finland as the law itself sets standards for companies to follow. The topic of *capacity to work* will be touched in chapter 3. Each employer is responsible for the well-being of the employees. Starting a fitness campaign at work place can be very difficult for an employer due to the lack of resources and lack of time. Also, creating a successful fitness campaign that is actually useful to companies can be difficult to do. Some companies would like to promote the health care of employees more, but are afraid that the fitness campaign will not work and will not motivate the employees in the end.

The objective of the thesis is to create a successful product concept that High Peak can sell in the form of a fitness campaign to their customers. The customers can use the fitness campaign to motivate their employees. The relationships are extremely important in business-to-business markets in which High Peak operates. Creating and up-keeping the relationships with the customers is one of the main concepts in business-to-business services. The loyalty can be built in business-to-business markets easier, because the companies know who is in their customer basis. Marketing is often based on the long-term relationships, but at the same time it is important to gain new customers and keep them satisfied. Relationship marketing's main idea is to build and keep up commitment with customers that create a useful customer basis for the company. This kind of product concept will create a straight link between High Peak and the customers. If the service provided and the products serve a unique and useful concept for the companies, they can easily purchase it annually. The product and service concept of the fitness campaign is new for High Peak, but the lasting customer relationships help with the launching. Loyal long-term customers trust that High Peak will offer the best solutions and ideas for their company, but also have innovational ideas that can be difficult to

create without the help of High Peak. The relationships help High Peak also to gain customer-to-customer marketing. The customers of High Peak that test the concept of fitness campaign can recommend it to other companies.

The human resource studies have proven that when an employee is healthy, he or she is more motivated at work. As Elle Woods. stated in the movie Legally Blonde “Exercise gives you endorphins, endorphins make you happy...” This is the perfect reason why employers should also aid the fitness level of the employees in some way possible.

The campaign should increase sales in High Peak, since the concept would be sold as a full package in the beginning of the campaign. In order to gain perspective on what some customers of High Peak think and feel about a fitness campaign, interviews were made to some of the customers. The interviews gave a perspective to what kind of products and price range of the products companies are interested in and how they would implement the fitness campaign in their companies. Based on the information gained from the semi-structured interviews, the product concept of the fitness campaign was created. The price range of products that a customer is willing to pay for the offered campaign was important knowledge learned and with that information the product groups were created. The people who were interviewed gave also good insight to what kind of products motivate people.

In the end, creating a way in which High Peak can launch the product concept, ended the process. The launching process will be clear concept, which in the end needs to be customized for each customer, the same way as all High Peak’s products. There are ready formats of how High Peak can suggest the companies to follow the campaign at their companies. Also, there is a list of products that can be combined into a full catalog that the company manager or whoever purchases the concept can choose products from that, which they can give to their employees at the end of the achievement levels. High Peak needs to market the product concept for their customers, so that the customers understand the simplicity of the campaign.

2 OY HIGH PEAK FINLAND LTD

2.1 History

The owner of the company, Jukka Lylykorpi started the business in 1996 and has been in the field of giveaway- and promotional products since. Before launching the business in 1996, Jukka Lylykorpi operated for four years as a sole proprietor. High Peak started its' business mainly as an importer for giveaway items that were sold to resellers. The business was very small in the beginning and employed only one employee in addition to the owner.

2.2 Company Today

During the years the business has changed immensely and today High Peak focuses mainly on direct customers. At the moment only one person works with the resellers. The customer basis is mainly built of direct customers, but also other giveaway and promotional product resellers. High Peak has two offices, the main office is located in Tampere and the other office is in Espoo. These two offices cover a wide customer basis all around Finland and offer a wide product basis. High Peak is very customer oriented and always works hard to find the best solution for each customer. Because of this High Peak has been noted by its' success by different magazines. In 2009 High Peak was one of the top companies in the Pirkanmaa Menestyjät list. The success and careful financials also can be noted with the AAA classification that High Peak has.

Oy High Peak Finland Ltd has grown fast in the last few years and employs currently nine people in sales, one graphical designer, in addition to the owner and his spouse. High Peak's annual revenue was approximately 2,1 million Euros in 2010, and it were doubled in five years. The annual revenue is growing near to three million Euros at the end of the year 2011. High Peak is respected among the customers and the suppliers. Speed and trust at the main values and customers appreciate them. High Peak operates in the business-to-business market, which means that High Peak's customers are organizations as well. This shortens the distribution channel as companies often buy the product straight for own usage; when speaking of High Peak's case, the business-to-

business is directly between High Peak and the customers. In business-to-business markets the buying process is often complicated, sophisticated and professional. The selling process is important in business-to-business markets, the customers often need customized products and the relationships play a great role. Also, the business-to-business markets use the type of products that may be constantly changing or have short life expectancy (Ojasalo & Ojasalo 2010, 26.).

2.2.1 High Peak processes

The wide range of products and multiple suppliers from around the world, mean that High Peak must have very strict quality control. The quality is checked at all stages of the ordering process. Customers can receive samples of the products before hand, or if the time schedule is very tight then at least a digital sample or picture is delivered. This lowers the probability that there will be a mistake in the product, as the quality can be confirmed beforehand with the supplier. Each order is specifically explained to the supplier, which helps to audit the quality as well as misunderstandings. The products are mainly handled at High Peak office and warehouse in Tampere, where the final quality control is done.

High Peak has been expanding its' product range and is constantly finding new products that will meet the customers' needs. Some products, such as clothing and more expensive products, such as Suunto heart rate monitor watches acquire constantly new training for the employees. High Peak has began to expand its' expertise to many other fields other than giveaway products. In order to keep the customers satisfied High Peak must be very flexible with the products offered and occasionally has to find a new supplier for a product asked.

3 THEORETICAL FRAMEWORK

3.1 Capacity to work

3.1.1 Finnish law 1383/2001

According to the Finnish law 1383/2001 about the health care at workplace, each employer is responsible for the well being of the employees. The law was set so that the employers would be aware of their responsibilities for the health care and well-being of their employees. The point of the law is to improve the quality and safety of the work place. When the work environment is safe and motivating, the employee will also be healthier. There are many areas in this law that the employer must care of, e.g. the employer must establish a health care system that can help prevent injuries and accidents at work place. The area in which this thesis is focused on is the improving of the *capacity to work* for an employee. The *capacity to work*, means that an employee is physically and mentally capable to do his or her job. Therefore at the work place there should be activities that systematically improve and keep up the employees' *capacity to work*. The law gives flexibility for each employer to apply it in the way that is suitable for his or her company (Työterveyshuoltolaki 1383/2001.).

3.1.2 Capacity to work activities

The activities of the *capacity to work* relate to activities that the employer and the employee together strive to make the working life and the *capacity to work* better. Each employer handles the *capacity to work* and work protection activities differently, but many employers try to combine these two. In order to prevent sicknesses the employers often focus on the employees' *capacity to work* (Työsuojelutoiminta työpaikalla.).

What the *capacity to work* is, is that employers and the employees together improve the working environment, as well as, the organization at work, in order for the environment to be safer. In order to enhance the employees' *capacity to work* the employers should encourage the employees to participate in activities that improve their fitness level and thus also their health. Companies should also enable the opportunities to make healthier

choices and encourage personal growth, because all these will increase the employees' *capacity to work* (Tykytoiminta 2011.).

The *capacity to work* activities need to be carefully planned at each company, so that they will serve the actual purpose of improving employees capabilities to do better at their job. Together changing the company's working environment will show results and be fruitful to the company's success. All the activities are interrelated. One action leads to another, and with the help of all each company could drive to change for better. The human resource factors need to be taken care of in each company, no matter if it is a big or a small company. Each employee plays a specific role in the company and if one person suffers from some health problem, each employee is affected. This is why each company must be aware of the condition of employees' *capacity to work*. The capability should be checked regularly and the work ergonomics must be kept updated (Tykytoimintaa työnantajille.).

3.2 Motivation

The fundamental concern for management is that the employees reach a high level of performance and to achieve such level, the employees must be motivated. In order to keep the employees motivated, reward systems are created in companies. The motivation theory is about the concern of what drives people forward to do the best performance possible. The motive is the reason for doing something and generally people are motivated to do things when they are likely to achieve something from doing what they do (Armstrong 2007, 120.).

3.2.1 Motivational Model

The motivation model shows us that the motivation works in circular motion. See figure 1. As this model shows the whole process of motivation is initiated by the known or unknown recognition of unsatisfied needs. The needs of a person lead to wants that can be satisfied by achieving something. The want to achieve something can be called a goal at that moment, and when the goal is achieved; so are the original needs of the person. Although, the original needs are satisfied, new needs emerge and the process is started all over again. The unsatisfied needs motivate the behaviors of individuals (Armstrong 2007, 120.).

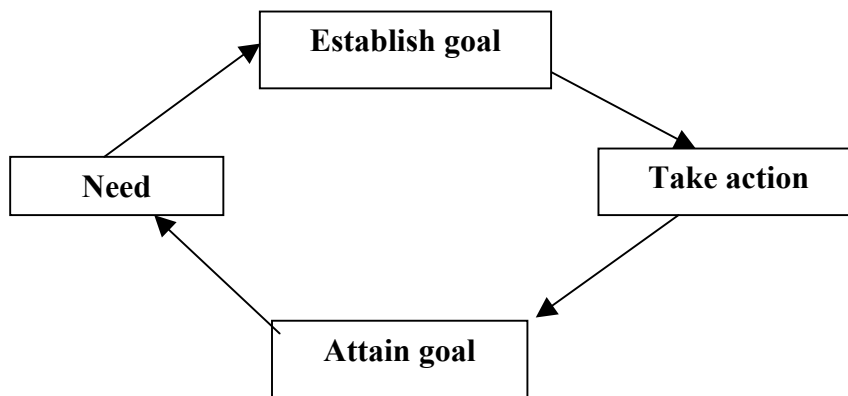


FIGURE 1. Motivation model (Armstrong 2007, 120).

3.2.2 Types of Motivation

The theorist Herzberg divided motivation into two types, the intrinsic motivation and extrinsic motivation. The intrinsic motivation relates to the idea that the work itself is made so interesting and challenging enough so that it motivates the worker. The employer could give the employee responsibility, autonomy or freedom, which encourages the employee to want to develop their skills. The freedom makes the employee feel important and motivated. The extrinsic motivation relates to the outside factors that affect the employee's motivational level. The extrinsic motivation type requires more from the employer, as the employer must constantly reward the employees to keep them motivated. The employer might have to increase the pay of the employee, praise the employee or even promote the employee when the employee deserves it. In many companies manager cannot give too much responsibility and freedom to the employee, which leaves them with the extrinsic motivation type (Armstrong 2007, 121.).

3.2.3 Motivational theories

There are many theorists that have researched what truly motivates people and they have argued what is important to people. Motivation has been tied tightly to the field of psychology, as people want to increase the pleasure and minimize the discomfort they may experience in life (Forster 2005, 161). There are a variety of motivational theories,

just as there are also many ways acknowledged of how employees can be motivated and that way their performance improved.

Maslow created a theory of the hierarchy of needs that drives people to be motivated to do things and what things are important to people. Maslow was the first researcher that suggested that motivation was the product of human being who was determined to satisfy a sequence of needs (Forster 2005, 164.).

Maslow introduced a hierarchy as shown in the figure 2 on the next page. The *physiological needs* relate to the needs for food, water, shelter, sex and rest. They are the most basic and important needs of human being and they need to be accomplished. Secondly, comes the *safety needs*, which include security and protection from threats from the environment. These *safety needs* are the second most important things that are important to human beings. All the levels involve something that are important to the people in order for them to be fully content, but Maslow argued that the hierarchy shows the order of importance to people. Thirdly come the *social needs*, which include love, affection, friendship and social interaction with other people. Humans need contact with other people in order to be satisfied. After the first basic levels are completed, people can focus on the other levels such as the *esteem needs*. The *esteem needs* include the need for attention, recognition, self-respect, achievement, autonomy and status. Maslow focuses on the idea that the basic lower needs must be fulfilled before the other needs can be even addressed. A person who does not have shelter or food cannot even comprehend to focus on gaining self-respect or any kind of recognition. When the four lower levels are accomplished can people start to think about the *self-actualization*, which involves the psychological growth, self-expression, self-fulfillment and the full realization of individual potential (Forster 2005, 164.).



FIGURE 2. Maslow's hierarchy of needs (Maslow's Hierarchy of Needs Chart 2011)

The McClelland's theory focuses on three human needs, which according to this theory are the needs that make humans motivated.

1. Need for achievement
2. Need for power
3. Need for affiliation

The need for achievement includes a learnt need to excel and succeed in life. According to McClelland, each person wants to succeed in life, achieve something great and the need for that makes him or her motivated. The need for power is also a learnt need that makes people have the need to lead and change the behaviors and beliefs of others. Lastly, the need for affiliation is the learnt need for social interaction with others. McClelland's theory does not focus on the basic needs of humans like Maslow's theory but in the needs for success (Forster 2005, 165.).

3.3 Communication

In order to make the customers interested in the idea of the fitness campaign, the interests of the customers need to be interviewed, so that the concept can be advertised successfully. The interview can be very different between different companies and people, which is why an open-ended interview type will be the best choice.

3.3.1 AFTER Method

The AFTER method gives useful tips of how to stay focused during a conversation in the research stage in the interview (Bounds 2007, 16).

Always context first

Frame of the other person

Thoroughness is key

Extra info?

Required info only

The AFTER methodology helps to make the communication to stay on the important point and same time to be interesting. *Always context first* means that the interviewer should explain the whole idea in general, the big picture, so that the person who is interviewed can relate to the topic during the conversation. For example, the interviewee can bring up some ideas and facts that the other person did not even consider (Bounds 2007, 16.).

Frame of the other person, mean that the interviewer should try to think the whole topic from the other person's perspective. In order to make the interviews successful, the interviewer needs to put him or herself in the position of the interviewee. *Thoroughness is key* relates to the idea that in order to make the whole communication and interview successful with the companies, the main ideas and subjects must be explained and expanded. If the companies have questions, the topic must be explained in detail. The showing of knowledge and interest in the topic will make the companies also more interested in the topic and more able to relate to the topic. *Extra info* is about making the person interviewed give everything they have. During the interview, the interviewer should ask if there was anything else him or her could tell interviewee about the topic and information he or she could give them. Although information is very important to be given, sometimes giving too much information can be overwhelming and boring. The last part relates to that, required info only. *Required info only* means that the person doing the communication should ask what the other person wants to know. Knowing what still maybe of a question to the other person will also help to make the second interview even more successful (Bounds 2007, 17.).

3.3.2 Interactive conversation

The questions asked must focus on the idea of finding out what the customers are interested in. The research will be done through semi-structured interviews, which gives freedom to be able to ask more of what the customers want. These questions will then help High Peak provide the kind of concept that the customers are really interested in and want. The questions asked in telephone conversation will limit the contact that can be made to the person interviewed; this means that the interviewer must be an active listener.

Some tips for effective listening include:

1. Focus
2. Take notes
3. Respond verbally

The *focus* means that when listening to the person interviewed, the concentration must be fully on the person because otherwise something important could be missed. When talking on the phone with the person interviewed, nothing else could be done at the same time. Listening is an active process, not a passive one, and it requires full attention. The *take notes* part is self-explanatory but very important. During the interview new questions may arise which should be written down so they will not be forgotten during the conversation. Notes will help to create follow-up questions and build the conversation so it will be the most beneficial. The *respond verbally* is about showing that you are listening, by simple statements such as “I understand”. This is extremely important especially in a telephone conversation, because the focus cannot be shown in any other way (Bly 1998, 337-338.).

3.4 Marketing Research

At the beginning, research needs to be done in order to get a better understanding of what the customers want and how they feel about fitness campaigns. The marketing research that will take place will also help the decision-making process when the fitness campaign is launched. Marketing research is about generating information systematically and

objectively, in order to make it easier to do the marketing decisions. It is important to find out the customers' feelings about the pricing of the promotional products in the fitness campaign (Zikmund 2003, 3.).

In order to create a successful research, the process at which the research will be conducted must be planned carefully. A research design is all about planning what kind of framework must be used during the research and selecting the appropriate basic research method (Zikmund 2003, 55). In order to get the needed information interviews must be conducted to the customers of High Peak. It is possible that some of the customers might have conducted some type of fitness campaign in the company before, so the information that they can give about the campaigns can be useful for the creating of the product concept. This secondary data collected by the customers themselves will serve us a guide of what could be useful to know before launching this fitness campaign concept. The limitations of secondary data is that the information is based on one company in specific and does not necessary apply to all companies (Zikmund 2003, 57.).

3.4.1 Qualitative Research

The research will be conducted in the form of interviews with the customers of High Peak, because it will be the best way to gain knowledge of what is important in fitness campaign for the target market. There are several benefits in doing qualitative research and one of them is that it allows a researcher to see and understand the context within which decisions and actions take place (Myers 2009, 5). The qualitative research is created of two distinctive parts the data gathering and the data analysis. Both are interrelated as they affect each other. Interviews can give so much information that the analyst may not know what to do with all the information. The qualitative data analysis approaches help the analyst to interpret the data collected (Myers 2009, 165-166.). One way to express the analysis of the qualitative research is to write up the results. The writing-up process requires planning, effort and considerable thought (Myers 2009, 226). This writing process should start quite soon after the data is collected, or in this case the interviews are made; because this way the answers and the ideas will be expressed most likely more in depth that if the analysis was done later. The researcher in qualitative research collects open-ended and emerging data, so that he or she can

develop themes from the data; such as text or images (Creswell 2003, 18). Qualitative research often uses a general process in which the data analysis can be conducted. The steps of the process are presented below (Creswell 2003, 191-195):

1. Organize and prepare the data for analysis.
2. Read through all the data.
3. Begin detailed analysis with a coding process.
4. Use the coding process to generate a description of the setting or people as well as categories or themes for analysis.
5. Advance how the description and themes will be represented in the qualitative narrative.
6. Making an interpretation or meaning of the data.

The steps above give a clear and structured way to begin and finish the analysis of all the data collected during the qualitative research conducted. Step 1, of organizing and preparing the data for analysis includes transcribing the interviews made in this thesis. The second step is about organizing all the data collected and grasping the general information and meaning of the data collected. Step 3 is about separating the collected information into similar segments (Cresswell 2003, 191-195.). The last three steps are simpler to interpret from the list above.

3.4.2 Open-ended questions

Good data cannot be collected from poorly created research, which means that the interview stage is very important and the questions need to be properly planned. The interview will have questions that are open-ended, but will lead the person interviewed to think about the question more than just answering in one-word answers. There are many good qualities about interviews with questionnaires and why they should be used, for example, they are often low cost in time and money, because they can be easily created with the need of the research and simply spread to many people (Gillham 2000, 6.).

The interview will be conducted in the form of open-ended questions, so that more can be learned from the different companies interviewed. Open-ended questions are

unstructured questions, which mean that the respondent answers in his or her own words. Research had to be done in order to make the interview as successful as possible. Open-ended questions do not give choices to the respondent, but the opportunity to express themselves more; which is why the questions usually begin with questions words such as how, what, when, where and why. These types of questions require the respondent to elaborate on the answers more. If the respondent says something, it can be followed with the simple question of “why?” which will encourage the respondent to tell more why they feel the way they feel. This can also be described as qualitative research, which can be more interesting than quantitative research. Long answers usually come from open-ended questions. In research like this where the opinions, beliefs or judgments of the respondents are important; open-ended questions give the best kind of answers (Gillham 2000, 5.). The important parts about the open-ended questions are that they make the respondent think and reflect on the subject. The respondent will give their opinions and feelings; but mainly the control of the conversation is with the respondent.

4 OUTCOMES OF SEMI-STRUCTURED INTERVIEWS

In order to collect enough data, several companies were interviewed. The sales personnel at High Peak chose the companies for the interviews, according to their beliefs of who should be interviewed. Each sales person has their own customers, so they know best which companies are be useful and present a good intake of the customers of High Peak. The field of business that High Peak is in does not limit the customer basis in any way, which is why the interviewed companies were all quite different. One of the companies, which were interviewed, had volunteered before to give useful information about a fitness campaign that they had implemented in their company. The company is a customer of High Peak, but also serves as a consultant company for High Peak. This company was Seppo Hoffrén Konsulttitoimisto. List of the questions can be found in Appendix 1.

4.1 Background information

There were five different companies that were interviewed in total. Three of the interviewed companies were those that were chosen by the sales personnel, one of the companies was the consultant company that had previously launched a fitness campaign and the last company interviewed was a fitness center. Each of these companies was quite different and provided useful information about their perspectives on a product concept of a fitness campaign. The background information answers the questions below for the companies that were given the semi-structured interview. Go-Go Fitness Center gave some of the same information, but not all since they were not given the same kind of interview as the other companies.

- Who were interviewed?
- What their position in the company is?
- How many employees are at the company?
- How the company focuses on the physical health of the employees?

4.1.1 Doranova Oy

Doranova Oy was the first company interviewed, that is a small company that employs currently 12 people in Finland, four people in Estonia and one in Latvia, so their answers gave a good example of how smaller companies feel about the fitness campaign. The person interviewed was Perttu Mattila, who is the division manager for Doranova Oy and the interview took place 10th of November, 2011. His field of responsibility in the company is the overall managing of the business operations, product improvement, customer satisfaction and other managerial tasks outside the management. At Doranova Oy there are several things that are done for the well-being of the employees, in order to improve their capacity to work. The ergonomic factors are taken seriously, such as the work seats are replaced if the employee needs. In order to help the capacity to work of the employees during dark autumn, D-vitamin bottles were given to all. Doranova Oy has helped the employees to take care of their physical health and aided them towards fitness; is that they gave the fitness coupons than can be used at gyms. The fitness coupons are very common in many companies in Finland. An employee can purchase the fitness coupons at a cheaper price and the company pays for part of the costs (Mattila 2011.).

4.1.2 Millog Oy

The second person interviewed was Tiina Rintala at Millog Oy, who is the assistant at the company and the interview took place 11th of November, 2011. Millog Oy is a large corporation that employs approximately 700 people and 30 people in the management. Millog Oy has several ways at which they motivate the employees to focus on their fitness more, such as fitness coupons but also the company has instructed their employees in Nordic walking and has had fitness tests. Companies such as Millog Oy would definitely benefit from a fitness campaign as they have already had fitness level testing. Employees would easily find a fitness level group that they could be part of in the campaign (Rintala 2011.).

4.1.3 Forssa Print

The third company interviewed was Forssa Print and the person there who answered the questions was Katariina Suvanto. The interview took place on the 17th of November, 2011. Katariina Suvanto is the marketing manager at Forssa Print. Forssa Print is a

printing company that was established already in the 1920 and operates in Helsinki, Forssa, Tampere in Finland, but also they have an offices in Stockholm and Moscow. Forssa Print employs approximately 420 people in total at the company. Forssa Print is a new customer for High Peak, so the interview was interesting in the sense that Forssa Print does not have a long experience with High Peak's product offers. Forssa Print has taken several actions to focus on the physical well-being of the employees at the company. The company has supported free time sport activities, by giving the employees fitness coupons, creating contracts with gyms for better rates and organizing groups where the employees can participate in different sport activities. Forssa Print has taken care of the working conditions for the employees by focusing on the work safety, having appropriate work tools, training the employees and focusing on the work ergonomics. Lastly, Forssa Print does health check ups and vaccinations for the employees through the work health clinic. Forssa Print has not had any fitness campaigns organized before at the company, at least during the time that Katariina Suvanto has been employed at the company (Suvanto 2011.).

4.1.4 Go-Go Fitness Center

In order to learn more about the motivations in fitness, a Personal Trainer Mikko Kyyhkynen was interviewed. Mikko Kyyhkynen was interviewed face-to-face on the 14th of November, 2011. He works at Go-Go Fitness Center as a Personal Trainer, but also has done motivational speeches for organizations that have been launching fitness campaigns or just organized days where employees are encouraged to try some new sport activity. Go-Go Fitness Center operates in mainly in Tampere and has several gyms around Tampere; Park, City, Express Pirkkala, Express Lielähti and soon new gym will be opened called Hermia. Go-Go also has one gym in Jyväskylä called Go-Go Seppälä (Kyyhkynen 2011.).

4.2 Previous experiences of fitness campaigns

The companies were interviewed also about their previous experiences on fitness campaigns and whether they were product concepts or not. Some of the companies had no previous experience in anything similar, but surprisingly few had had the same type

of concept at their company. The questions that were asked of the people interviewed were:

- Have you had any fitness campaigns at your company before?
- If yes, when was it launched? How was the fitness campaign implemented?
- Has your company used product gifts to motivate the employees to do more physical exercise?

4.2.1 Millog Oy

Millog Oy has launched a fitness campaign before in their company in summer 2011. The campaign was not carefully monitored; everyone followed their own achievements on an Excel table. Millog Oy also used several products to motivate the employees, such as Nordic walking sticks and heart rate monitors (Rintala 2011.).

4.2.2 Seppo Hoffrén Konsulttitoimisto

At the Hoffrén Consultancy the fitness campaign took place in the spring of 2011 and lasted 20 weeks in total. During the 20 weeks of the fitness campaign, each participant was to have 50 activities completed, which meant approximately two and half activities per week. Each activity had to take place at least 45 minutes continuous training and had to make the participant sweat. The company employed 58 people in the spring 2011 and everyone had the opportunity to participate in the fitness campaign. 29 of the employees participated in the fitness campaign and five of them even over-exceeded the achieved levels with over 100 activities during the 20 weeks. The achievements had to be sent after five weeks in Excel table format to a person who made a combined achievement table out of everyone's achievements. The Excel table can be seen in appendix 2, enlarged figures. This combined achievement table showed the average achievements, which to then each participant could compare their own achievement. The person who combined the information also sent out e-mails to everyone participating, where they told how people had done during the campaign (Matis 2011.).

After the first five weeks the participants had achieved 421 activities in total, which meant that in average each participant had done 17 activities, weekly average of 3,4

activities. After the second five weeks, the participants had achieved 443 activities, which on average meant approximately 18 activities per participant, weekly average 4,4 activities. Unfortunately, the interest of some participants lowered during the campaign and at the end of the campaign only 21 of the participants turned in their Excel table. There were in total 363 activities, which on average meant approximately 17 per participant, weekly average of 3,4 activities (Matis 2011.).

4.3 Launching of the product concept

Each person interviewed was asked about how they think a product concept like this fitness campaign should be launched in a company. Each interviewee had different opinions about the launching process; some based their ideas on the previous experiences. The questions that were asked of each person were:

- What do you think is the best way to get the employees to do more physical exercise?
- How do you perceive the usefulness of product gifts in motivation?
- How long do you think a fitness campaign could last?
- How many fitness levels groups could be in the campaign? (fitness levels groups decided for each person in the beginning of the campaign, based on the employee's personal fitness level)
- If the campaign were split into periods were there would be some kind of goal to reach, how many of these kinds of periods could there be? (E.g. after first week/month)

4.3.1 Doranova Oy

The launching of the fitness campaign through motivational products would work according to Perttu, but the way it would be done would need to be planned carefully. The fitness campaigns good length would be from three months to six months. Three month long fitness campaign would be good length that the employees would most likely not get bored too fast, but six month long campaign would mean more of physical results for the employees. If a person truly focuses on the campaign's goals for six months there would be results, such as higher level of fitness and for some people loss

of weight. If the company would launch a fitness campaign at Doranova Oy, Perttu suggested that a good amount of fitness level groups in the campaign would be from three to four. Each group would be set according to the fitness level of the individual employee. Perttu Mattila at Doranova thought a good way to get employees to participate in different sport activities and take care of their fitness level, was that companies should give more benefits to the employees; such as the fitness coupons and days were they could learn a new sport, for example golf (Mattila 2011.).

4.3.2 Millog Oy

The best way to motivate employees to do physical exercise according to Tiina Rintala is to encourage the employees, motivate them and reward them on achievements. From the previous experience that Tiina has from Millog Oy's fitness campaign, the product gifts have been very successful at motivating the employees. People like to receive gifts and anything free, so when there is a way to gain something useful for free that will also benefit the employees; and people like to take part in a challenge. Tiina said that the maximum length of a fitness campaign should be three months. This would enhance the success of the campaign; more employees will participate and also then carry on until the end. During a too long campaign generally some employees may do not finish it the campaign. Also, according to Tiina three levels of fitness would be enough in a fitness campaign. They could start from people who have no or very little experience in physical exercise, the second group could be people who do regular exercise but occasionally and lastly a group for people who do daily exercise and have a high fitness level (Rintala 2011.).

4.3.3 Forssa Print

Katariina was excited to hear about this fitness campaign, because they have started to plan a fitness campaign also for Forssa Print. In order to launch a successful fitness campaign and make the employees participate in the campaign, the campaign needs to be well planned. The announcement about the campaign needs to be clear, so that the employees will not be confused about the facts. There needs to be wide variety of activities that the employees can participate, so that each can find something that works for them. Lastly, the goals of the fitness campaign should be expressed clearly and there

could be a common goal for all, such as participating together for some charity to work. The gifts that employees receive need to be interesting enough, so they actually make the employees want to participate in the campaign. (Suvanto 2011.).

The length of the campaign could be about three months, which is the length that Forssa Print has been planning their campaign for the future. The length would be good, because the employees would stay focused on the fitness, as three months is not too long. At Forssa Print they have not planned any fitness level groups for the up-coming fitness campaign, so Katariina did not think they are necessary. She thought that each person should be able to choose a sport activity and the level that suits him or her. Katariina brought up the fact that the people with lower level of fitness could feel discouraged if they were put in a lower fitness group level. Reaching the achievements is extremely important, which means that the gifts as motivators serve a great purpose in the whole campaign. At Forssa Print, they have been planning that they will reward the employees at the end of the campaign who have been participating the most. There could be some achievement levels though if they were set before and a good amount of levels would be three to four (Suvanto 2011.).

4.3.4 Go-Go Fitness Center

Mikko Kyyhkynen has been doing fitness related activities for years and from his experience a fitness campaign should last at least three months. Any shorter campaigns do not show results as extensively. People should feel motivated to work out and at the same time change their lifestyle; however, lifestyles cannot be changed in a very short time period, which is why three months should be the minimum amount of time for a campaign. Lifestyle change would mean that a person would adapt the fitness as part of their daily routines, so that working out would not be too challenging to start. Campaign should not be too long either, maximum length of six months (Kyyhkynen 2011.).

In order to get a person to start doing different fitness related activities, companies should be ready to motivate the employees every two weeks. A person who has never or rarely does any exercise, it is hard to encourage them to change their lifestyle. Motivators need to be very tempting to receive, so that each employee would feel like they really want to try their best so that they can receive the achievement gift. As a

personal trainer, Mikko of course was worried about the overall physical well-being of the employees at companies not just their capacity to work. He brought up the fact that employees could feel discouraged if they worked hard on their fitness, but no results were showing because the diets were not correct. In order to get a successful campaign the companies should also give information about changing the lifestyle to healthier, which includes employees to also focus on their eating habits. The campaign could start with a person making personal goals for themselves. What do they want to accomplish during the campaign for their personal benefit instead of just getting useful gifts? Employee would need to decide do they want to gain a better fitness level, lose weight, get fit or help the physical problems such as tightness in the neck shoulder area. Each of these goals could be achieved during a campaign as long as the employee knows what kind of activities and changes need to be made. The campaign can be successful if it feels fair for all, meaning that everyone has the same opportunities to achieve the goals set. The first experiences need to be good for people, so that they do not get discouraged to stop immediately. There need to be enough choices of what kind of activities are part of the campaign, so that each individual finds something suitable for him or her (Kyyhkynen 2011.).

The campaign could be split in to three levels of fitness groups: the beginners, the middle level and the high level. The beginners would include people who do no or very little exercise. The middle level would include people who have done exercise occasionally, and lastly the higher level could be of the people who have a routine in their life for fitness. In order to determine the level of fitness for each individual, it could be good to have a simple beginning questionnaire that splits each person to a correct fitness group. (Kyyhkynen 2011.).

The questionnaire could include questions such as:

How many hours a week do you work out?

How long has it been since your last work out?

What is your BMI? (BMI=weight kg/ (height (m)*height (m)))

If a person works out less than two hours a week according to the questions, they could be put in the beginners group. If the employee marked that they worked out more than

two hours a week, but less than five they would be placed in the middle group. Lastly, if a person worked out generally more than five hours a week, they could join the high fitness level group. The second question would split the people that were unsure whether they were beginners or middle group people. There could be many people who have worked out generally more than two hours a week, but has not lately been doing that then it could mean that they would join the beginners group. Many people could have had a good work out routine before, but for some reason they have not been doing that in the last few months then they might not be able to keep up with the achievement levels of the middle group. Lastly, the Body Mass Index (BMI) can be used to determine the fitness level also. If a person were overly obese according to the BMI, then they would generally go to the beginners group. Unfortunately there are some deficiencies with the BMI equation. The BMI takes into consideration only the weight and height of a person, not their muscle mass or bone structure at all. A person could be heavy without being obese, so then the BMI still would indicate that the person should join beginners or middle group even if they were very fit. People could use the BMI equation for own benefit with the other questions, but they should not fully rely on the results of the BMI. People with BMI of over 30, generally though would fall under the beginners' category and should make personal goals of weight loss (Kyyhkynen 2011.).

In order to get an interesting and challenging campaign, companies could split the employees into three fitness level groups and each group would have different weekly hours that they would need to achieve. The beginners would need to work out two to four hours a week in the way that they have loss of breath and they sweat. The loss of breath and the sweating will indicate for each person that they have reached the capacity of the work out that is actually useful. The middle groups goals per week would be from four hours to six hours with the same indication of the work out capacity, the fitness needs to make the individual sweat and/or lose breath. Lastly the high fitness level employees will most likely do some kind of exercise daily anyways, so their achievement level needs to be from seven hour to ten hours. Of course there are different types of sports, some are harder than others and an hour of some sport may not be at all equivalent of another sport; which is why as long as the sport makes the person sweat or lose breath the sport is acceptable. The people in the high fitness group may not sweat or lose breath as easily as the beginners, which means they have to try harder and this way the campaign will be also more challenging for them (Kyyhkynen 2011.).

4.4 Products as motivators

In order to create a successful product concept of fitness campaign that will be useful to High Peak, it was important to find out what kinds of products exactly would be interesting and motivating in a fitness campaign. For High Peak, the concepts idea is the sales of more of High Peak's products; so they need to know what products they should offer the customers in this kind of product concept. The companies that were interviewed answered the following questions:

- What kind of product gifts would be the best for a fitness campaign?
- How many product gifts per employee would be good in a fitness campaign?
- How many product gifts per goal would be enough?
- Could the value of the products increase as the goals get higher?
- What could be the value of the product gifts?

4.4.1 Doranova Oy

In order to keep the fitness campaign interesting and motivating, the products would need to be given to the employees on a regular basis. Perttu suggested that a good amount of products would be every two months, depending on the length of the campaign. For example, if the campaign lasted six months, the employees would receive three motivating products. In the planning of the products that would motivate the employees, Perttu said that useful fitness products would be the most motivational gifts in a fitness campaign. Also, Perttu as a customer of High Peak knew that one of the brands that High Peak sells is Vinga; so he said that some of Vinga's products would be good gifts also. Vinga's wide range of products does not focus necessarily in fitness, but there are several products that do. The products will be given on regular basis in a fitness campaign, so each employee who achieves the goal should be able to receive the same gifts in order for the campaign to be fair. Perttu said that one gift per achievement level per person would be enough (Mattila 2011.).

The motivation for the fitness needs to take place constantly throughout the campaign, so that the employees will be interested to keep going. A good way to motivate the employees is to have motivational products that get more expensive with each achievement level. According to Perttu, it is more inspirational to keep going through the fitness campaign if the gifts would get more valuable. This way the employees will be more motivated to carry on till the end. For example, the first achievement level gifts could be around 15 Euros, the second achievement level around 40 Euros and the last level and the ending gift could be from 80 Euros to 100 Euros (Mattila 2011.).

4.4.2 Millog Oy

In order to motivate the people to work out and really gain better level of fitness, the product gifts would need to be given to the employees at least once a month. Tiina also felt that the gifts should relate to the well-being and fitness of an employee, so they would continue to motivate even later on. Each employee should receive one and same gift per achievement level, no matter what the fitness level was in order to keep the campaign fair for all. The products could get more expensive toward to end to keep the employees interested. The products could vary all the way from 10 Euros to 100 Euros (Rintala 2011.).

4.4.3 Forssa Print

The products need to be part of the campaign, because they will inspire the employees to work out and if a person achieves the goals they are rewarded on the success. The type of products that would be the most suitable for the campaign, according to Katariina would need to be fitness related or products that encourage people to exercise more. Other useful gift could be also related to the relaxation of the employees, for example some kind of gift card to massage or such. The product gifts have to be of good quality, useful and costly enough so that it will serve the purpose of motivation. People do not feel motivated if they receive cheap and useless products, because they may feel that the company has not made effort; so they do not want to try hard either. Each person could receive one product as a gift when they have participated in the campaign, but those who have been the most active during the campaign would get an extra gift. This would create competition, which can be very motivational, as most of the people

will try harder then. If there was to be more than one gift during the campaign per person, then the value of the gift could get increase (Suvanto 2011.).

Forssa Print presented a great point of view of a large corporation, which meant that it could be too costly to give very expensive gifts for all the employees, but the ones who are most active, should be rewarded well with gifts of over hundred Euros. The actual motivational products to start out the campaign do not need to be very expensive, but when a person achieves goals they should be rewarded with good, valuable gifts, so that they feel content about their achievements (Suvanto 2011.).

4.4.4 Go-Go Fitness Center

As a Personal Trainer, Mikko has not used products as motivators; because people pay for the personal training services and the benefit that the people will gain is that they will receive a better fitness, better health and better overall feeling. People who decide to pay for the personal training experience usually do want to change their lifestyle, by getting fit and/or losing weight. They will have the motivation of the results showing and the personal training inspiring them to make the changes. This is impossible for companies to give to the employees as no one can be constantly guiding each individual through the fitness campaign. Personal training cannot be given to all, so Mikko did think that products would be motivating to people, as generally all the people like to receive gifts and free things. His ideas about products throughout the campaign were from his experience at the work place and what people generally had with them (Kyyhkynen 2011.).

If the campaign were to have three achievement levels, considering that at the end each person who had achieved the goals would be rewarded the gifts would get more expensive at each level. The first level could include products such as drinking bottle, work out towel, wrist sweatband, technical t-shirts that makes the sweat evaporate and keeps the person cool throughout the workout. These products are not too expensive, but have value for the work out and same time encourages the employee to continue the fitness campaign. The middle level, for example after two months (if the campaign was three months in length), people would receive a bit more expensive products that relate to fitness such as some clothing, gym gear, Nordic walking stick, dumbbell, fitness ball,

elastic work out bands or even sneakers. Products that are more valuable, but would even more encourage the employees to try and make the fitness their lifestyle. In the end the gift should be something valuable and truly rewarding so that the employees who have achieved the goals and have completed the campaign would feel good about their accomplishment. The human resource concept about motivation needs to show through the rewards of the campaign, so appropriate and useful gifts at the end could be things like heart rate monitor watch, and Gore-Tex or Soft shell products, as Finland's weather can be very unpredictable (Kyyhkynen 2011.).

Mikko also brought up an interesting fact about how companies can use the taxation reduction for activities that are to aid the employees' capacity to work. Companies can aid the employees with hundreds of Euros annually with different capacity to work activities, and it is cost beneficial to companies as they can then put the cost to tax reduction. The things that motivate people to start changing their life style is usually about the personal benefits that they can gain. Want creates need and the need motivates people forward. Whether it is the need to lose weight, get into better shape or just simply receiving useful gifts; people need to have motivators that drives them to reach the goals. Mikko listed four different types of goals that people could have in the campaign for themselves and to reach these goals they would need to focus on some specific facts (Kyyhkynen 2011.).

1. Gaining a better fitness level
2. Weight loss
3. Getting into better shape
4. Getting rid of neck-shoulder area stiffness

These all require a bit different types of activities, which is good to tell to an employee when they start the campaign. The success of the campaign can be seen from the results and what the results bring back to the company. Gaining a better fitness level would require the employee to focus on the quality and the quantity of the sport activities done. In order to higher the level of fitness a person is at they need to keep up the sport activities on regular basis and the type of sport activities do need to be focused on the cardiovascular field, such as running. When a person want to lose weight it does not help if a person only starts working out harder, the person must also focus on the quality

of their diet and possibly cut down the amount they eat. Getting into better shape, means that the employee would need to focus on the muscle workout more so that the body tightens, but same time also focus on the food eaten. Person needs to eat enough protein to build of muscle. Lastly many office employees suffer from constant stiffness in the neck-shoulder area, which affect their capacity to work by causing headaches. Nordic walking, for example, has been proven to add movement to the shoulder area and this way help the stiffness. These facts are important to present to the employees when starting a campaign, because a person who rarely does any sports activities may be completely clueless about the types of activities that help them to reach their goals (Kyyhkynen 2011.).

5 PRODUCT/SERVICE CONCEPT

5.1 Structure

The results from the interviews of different companies, gave insight to how companies felt about the campaigns and how they viewed products as motivators. It can be concluded that this kind of fitness campaign concept is a good way to motivate employees to participate, but also means that the launching of the campaign needs to be carefully considered. When the product concept is advertised to companies, High Peak employees must make it clear that they can customize it to the need of the company.

High Peak can use the fact that companies must lawfully take care of the employees' well-being, but same time to motivate the employees', they need extrinsic motivation. The products offered through fitness campaign provide high motivation for the employees' to work out more, but in the end the company benefits from the better well-being of the employees.

There are several questions that the sales people at High Peak must ask their customers when creating a suitable product concept for their customer's company during the sales process.

1. How long does the company want the campaign to last?
2. How many products per person can the company give for each person?
3. What is the value of the products given to the employees?
4. How do they want to implement the launching of the campaign within the company?

These four simple questions gives the sales person the idea of what the company wants and can then according to their needs customize the campaign. At first, it was planned that the length of the fitness campaign would be decided beforehand or there could be three different lengths of the campaign that the customers could choose from. Then considering the results, it can be concluded that approximately three months is a good

length for a campaign at a company. Three month long fitness campaign could be given as an option to the customers of High Peak.

Since the whole idea is to increase the sale of the products at High Peak through a full product and service concept, it would not be a good idea to limit the period of the campaign. The longer the fitness campaign duration, in turn means that more products can be sold and a higher customer needs outcome, which, High Peak will be able to fulfill. This is why the length should also be customized according to the needs of the customer. Although, if the customer asks High Peak's advise on the duration, they can say that generally a fitness campaign between three to six months is the most successful. Any shorter than three month long campaigns do not show results for the employees and may not be useful for the company in the long run.

A product package, which includes a good variety of High Peak's product range, can be given to the customer, so that they can choose the products that are the most appropriate for their company. The graphical designer at High Peak can design the product package, so that it looks professional and up-to-date. The package can separate the products into three categories, products that cost approximately 10 to 30 Euros, products from 30 Euros to 50 Euros and lastly products above 50 Euros. These groups can also serve as a categorizer to the fitness achievement levels. For example, if the campaign is split into three achievement levels then the first level products could be from the first category of 10 to 30 Euros in value and the second achievement level products could be from category two and so on. Some companies may feel that they want to reward the employees more than three times, so then they can just choose products according to their needs. Generally though the product gifts given at the end of the campaign should be high in value, as they need to be the ultimate reward for the employee's effort during the campaign.

According to the motivational theorists previously presented, both theorists Maslow and McClelland agree that social interaction with others are important to each person, so when considering the importance of fitness in people's life they can be social events too (Forster 2005, 164-165). Companies could help the employees to be motivated by making the fitness campaign more social concept that gives employees also something to communicate to each other about. That is also why the fitness campaign must be fair

to all, so that no one will feel excluded. The need for achievement is recognized in McClelland's theory. The fitness campaign will have achievement levels, which will motivate the employees to try harder. McClelland's theory in that sense also applies for the fitness campaign as well as their life. The fitness campaign should encourage the employees to make a lifestyle change and lifestyle change will be achievement. The companies will benefit from the employees' better health level in the long run.

Lastly, the launching of the campaign will depend on the company's size and how and where the employees work. The different formats of how the campaign can be followed will be introduced later. The launching of the campaign will need the company to be active at the beginning of the campaign, so that each employee is aware of the campaign and how it works. In the very beginning each employee will be give a short set of questions, which they can fill in and analyze on their own. These questions will then determine which fitness group they will be in.

1. How many hours a week do you work out?
 - a) 3 hours or less
 - b) 4 hours to 6 hours
 - c) 7 hours or more
2. What is your BMI? (BMI=weight kg/ (height (m)*height (m)))
3. What do you want to accomplish during the campaign?
 - a) Weight loss
 - b) Better fitness level and/or getting into shape
 - c) Maintaining fitness level

Those who answered choice A in the first question would generally go to fitness level 1, people who answered B would go to fitness level 2 and people who answered C would go to fitness level 3. Of course each person can set a higher goal for himself or herself, but that means that they must maintain the level throughout the campaign. If a person wants to go to level 2, even though their previous exercise habits are lower than three hours a week; they can be in that fitness group. The second question about the BMI is for each employee to give an idea where they are, at the general BMI level. The BMI only takes into consideration the height and weight of a person, without any muscle or

bone structures. It should give an idea toward what the employee wants to achieve, but does not measure the fitness level of the employee.

The BMI categories go as follows. (National Heart Lung and Blood Institute)

- Underweight = <18.5
- Normal weight = $18.5\text{--}24.9$
- Overweight = $25\text{--}29.9$
- Obesity = BMI of 30 or greater

Lastly, the third question is for the employee to start to think about what they really want to accomplish during the campaign. The campaign should aim to change the lifestyles of the employees not just to make them exercise for the campaign. The third question also determines what the employees should do to reach their goal. If a person answers A in question three, then they should focus on the amount of exercise as well as the eating habits. In order to lose weight, people must eat healthier food. If a person wants to get into shape and higher their fitness level, they must make their activities focus on those. In order to get a higher fitness level, the employee should focus on activities such as running, biking longer distances so that their durability will higher. If a person wants to get into shape, that means that they want their muscles to be stronger and body more in shape. Activities such as working out a gym, Body Pump and dumbbell exercise classes are very good for this purpose. The activities should focus on the muscle strength.

All this information can be given to the employees either in the launching e-mail that is send to all or in the booklet that is given to all. In order to make the campaign successful, company launching the campaign should give all this information to the employees. High Peak can provide this information in the ready concept that is sold to the customers. The employees will gain more from the company, which will make them happier, and this way the company benefits from the campaign in the long run.

5.2 Launching of the concept

High Peak can sell the product and service concept of the fitness campaign to basically any sized company, because it needs to be customized to the need of the customer either way. Most of the products that High Peak sells to its' customers are customized with logos or any special needs that the customers have. This is also how the campaign must be structured, because all the companies may have different visions and ideas of what they want the campaign to be like. High Peak should offer the specialty of the products that can be used to motivate employees to exercise more, but same time also give an easy way for the companies to follow the achievements of the employees.

5.2.1 Excel table

An excel table can be easily used in companies where the employees have an access to a computer and where employees have the know-how of the excel software. The table is simple and easy to fill out, as well as it has the benefit that it can be easily send to all the employees. The table can be sent to the employees through an email or it can be shared through a company's inside network such as intranet. The launching of the campaign can simply be told in an email that can be send to all employees, no matter the size of the company. Excel table can have equations that calculate the outcome of the activities and same time also shows the participant how much they have left of the activities to reach the achievement level. The Excel table could be something similar as Table 1.

Fitness Campaign													
Oy High Peak Finland Ltd.													
Campaign duration: 15 weeks													
Participant's name:		Noora Kannainen											
Fitness Level:		1											

Rules													
1. Each activity is marked on the table and the duration of the exercise must be 1 hour. Max. 1 activity can be marked per day.													
2. Accepted activity must make the participant sweat.													
3. The goals are set according to the participant's fitness level.													
Fitness level 1: 3 hours a week, 15 hours/5 weeks													
Fitness level 2: 5 hours a week, 25 hours/5 weeks													
Fitness level 3: 7 hours a week, 35 hours/5 weeks													

Week	Mon	Activity	Tue	Activity	Wed	Activity	Thu	Activity	Fri	Activity	Sat	Activity	Sun	Activity	Total
1															0
2															0
3															0
4															0
5															0
														Goal	15
														Missing	15
6															0
7															0
8															0
9															0
10															0
														Goal	15
														Missing	15
11															0
12															0
13															0
14															0
15															0
														Goal	15
														Missing	15

TABLE 1: Fitness campaign card

The Fitness Campaign can easily be followed on a simplified Excel table that displays all the necessary information. The yellow fields show the information that can be changed depending on the company. The company name can be displayed on the top, to show the company launching the campaign. Other information such as the name of the participant, their fitness level and goal needs to be filled in by the participant. This information shows the company then whose Excel they received and what the goals of that particular participant is. The table will calculate the total number of hours worked out per week and during the five period time, it will also show how many hours the employee must still exercise so that they can reach the goal.

All the employees can fill out their activities and the number of hours they have done per day to the table. There is a space for hours under the weekday and then next to it they can write the type of activity that the person did. The participant can choose the activities, because each individual may enjoy different types of sports. The way to fill in the table is shown on the Table 2 below.

Week	Mon	Activity	Tue	Activity	Wed	Activity	Thu	Activity	Fri	Activity	Sat	Activity	Sun	Activity	Total
1	1	Run			2	Swim									3
2			2	Walk					1	Golf					3
3	1	Walk					1	Run			1	Nordic walk			3
4	1	Run			1	Gym					1	Walk			3
5			1	Run			1	Pilates			1	BodyCombat			3
														Goal	15
														Missing	0

TABLE 2: Example of how to fill in the table

As the Table 2 shows, the equations calculate the weekly workout hours to the Total row and shows how many hours are missing. This person X has worked out exactly three hours per week, each week for the five week period, which means he or she has achieved their goal of 15 hours during the 5 week period. This person X would receive a product gift from the company they work at as a reward for their hard work.

5.2.2 Booklet

Some companies, such as construction companies where employees do not work at an office may have difficulty using an Excel table. Employees could fill out the table at home or at a company computer, but this could be too complicated and could make employees lose interest in the campaign. This is why each employee could be given a booklet that has the same structure as the Excel table, but is in the form of a booklet. Instead of informing the employees through an email about the campaign, they booklet could include all the necessary information to understand the idea of the fitness campaign.

The beginning tests, information, instructions and the actual achievement tables could all be included in the booklet. Each employee could whenever check the instructions and not be confused about the campaign.

5.2.3 Poster

Smaller companies that have all the employees constantly working under one roof could choose a simpler way to follow their campaign. A coffee room at the company facility could have a simple poster where each employee can write down their name, their goal and simply the hours they have done during a week. This could create competition among the employees and could encourage the employees to work harder, but at the

same time there is the possibility that some employees may feel uncomfortable with others knowing their exercise hours and goals.

This kind of poster is easy for company to use, but requires more from the employees as they must keep record of their achievement before they write it on the poster. For each achievement period whether it is one week or five weeks, the poster can be posted on the wall and each person can write in their achievements. Then whoever is in charge of checking the achievement can take down the poster and check the achievements, and then those who have reached their goals are rewarded. As shown in Table 3, each person achieved their goal and even two went beyond the campaign goals, this would mean that each person would receive a product gift chosen from the product package by the company management who has bought the fitness campaign concept.

Fitness Campaign

Weeks 1-5

Name	Goal	Week 1	Week 2	Week 3	Week 4	Week 5	Total
Noora Kanninen	15h	4	3	3	4	3	17
Marie Claire	25h	5	5	5	5	5	25
John Wood	35h	7	8	7	8	7	37

TABLE 3: Poster for fitness campaign

The poster form of launching the campaign would require either a meeting for all the employees about the campaign or possibly another poster next to the campaign achievement list. At the meeting someone could introduce the campaign and how it will take place in the company, this way people could ask questions about it before the launch and be more aware of the whole concept. The negative side of the information given at the meeting is that all people might not be present at the meeting, which would leave them clueless about the campaign. The poster would be better in the sense that it would introduce all the needed information in order for the employees to be able to participate in the campaign and the information could be displayed several weeks before the campaign starts, so everyone would have the time to be informed of the campaign.

5.3 Products

The products for the campaign could technically be anything from High Peak's product range, but in order to consider to success of the campaign for the customers of High Peak; the employees should receive products that are useful in fitness later also. The product can be divided into categories according to their value. The companies could launch the campaign by giving a small gift to all employees, such as a gym towel to encourage the employees to join the campaign and same time feel appreciated.

5.3.1 Product categories

The first product group could be products with value of 30 Euros or less. Larger companies may choose to use these products mainly as they have more employees to reward. Generally this product group could be used for the first achievement level, e.g. after employees have reached the first goal group. The products may be in lower value than the other category products, but still of high quality and will serve as great motivators.

- Camelbak water bottles
- Cool dry-t-shirt
- Pedometer
- Sky Media gym bag
- Bridgedale socks
- Wrist Sweatband
- Microfiber towel

A-Code is one of the biggest suppliers that High Peak uses, and they have a wide variety of products that can be offered to the customers for the fitness campaign. They have cool dry-t-shirts, and cool dry collared t-shirts. In the figure 4 shown below, displays one choice of color of A-Code cool dry-t-shirt.



FIGURE 3. A-code cool dry-t-shirt

Camelbak brand is well known for their high quality products and High Peak sells them to the customers as customized products. Companies can get their logos for the products, which makes them unique and same time company can be shown in the products. In the figure 5, is a Better Bottle named Camelbak water bottle that can be offered in the fitness campaign. There are also many different types and sizes of Camelbak bottles, such as insulated water bottles, sport bottles and metal bottles which keeps the water cold for hours.



FIGURE 4. Camelbak water bottle

The products in category two are products that have a slightly higher value than in category two. The products could be from around 30 Euros to 50 Euros. Companies could use category two products for the second achievement level, if the campaign was to have three achievement levels. The products in category two are high quality fitness related products that employees can use in their fitness activities after the campaign.

- Retki backpack
- Mp3-player

- Silva Nordic walking sticks
- Camelbak water bottle strap



FIGURE 5: Camelbak water bottle strap

The products in category three are of higher value, closer to 100 Euros or more and most likely companies will choose these product gifts to give to their employees as a reward for the overall campaign when the campaign is over. Some companies may choose to reward some people with these more valuable gifts, if the employees have gone beyond the goals. Some employees may have the goal of five hours per week, but they could constantly go over the hours and that is when the employee could choose to reward the employee on the success.

- Suunto heart rate monitor watch
- A-code Soft shell jacket
- Camelbak multisport backpack
- TSL Snowalker backpack
- TSL Snowshoes

6 EVALUATION

In conclusion, it can be stated that Oy High Peak Finland Ltd. should launch a fitness campaign, as it is a concept that is needed in companies. The people interviewed expressed interest in the fitness campaign idea and many had experience of some kind of activities launched by their companies. It can be stated that many of the companies with previous experience of a fitness campaign lacked some qualities that could have made the campaigns better. High Peak can offer the whole concept with all the qualities, so that the campaigns can be as successful as possible.

The concept includes the product gifts provided by High Peak, which will be chosen by the customers from a product catalog; also High Peak will provide information, instructions of how to make the campaign a success and lastly the follow up excel table, booklet or poster. The products will be of different values, so they will be provided into categories to make the choosing of the appropriate products for the campaign as easy as possible for the customer. High Peak will customize the products with company logos, if a customer requires it. The concept must be advertised to the customers of High Peak through different channels, such as mass e-mails, next catalog, High Peak's website and possibly even through mail. The advertising is important, so that the customers who are not aware of this kind of fitness campaign concept will understand the idea correctly and realize the simplicity of the launching process. High Peak employees will need to be ready to give additional information about the campaign. During the launching process of the concept to the customers, High Peak employees should emphasize how companies can get tax reduction from this kind of fitness campaigns, that their employees can benefit from. This can encourage companies to purchase the concept, as the budget is not the only concern.

The process of the research could have been more successful if more of the customers would have had time to answer the questions, but many were too busy to take a look at the questions. If more customers could have been interviewed, it would mean a wider range of answers and insight to the opinions of the customers. Unfortunately, the limited time made this impossible.

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APPENDIX 1 INTERVIEW

Kuntokampanja Yrityksille

Taustatietoja

1. Yritys:
2. Mikä on roolisi yrityksessä?
3. Montako henkilöä toimii yrityksessänne?
4. Miten yrityksessänne panostetaan henkilökunnan fyysiseen hyvinvointiin?

Kokemukset liikuntakampanjoista

1. Onko yrityksessänne ollut liikuntakampanjoita?
2. Jos, kyllä milloin liikuntakampanja toteutettiin? Miten liikuntakampanja toteutettiin?
3. Oletteko käyttäneet tuotepalkintoja henkilökunnan liikunnan motivointiin?

Liikuntakampanjan lanseeraus

1. Mikä on mielestänne/kokemuksestanne hyvä tapa saada henkilökunta liikkumaan?
2. Miten näet tuotepalkintojen toimivuuden motivoimisessa?
3. Kuinka kauan liikuntakampanja mielestäsi voisi kestää?
4. Montako kuntotasoihin pohjautuvaa ryhmää liikuntakampanjassa voisi olla? (Ryhmät on etukäteen sovittuja kuntotason perusteella)
5. Kuntokampanja jakautuisi vielä tavoiteluokkiin, jonka jälkeen yritys palkitsisi aina tavoitteisiin päässeitä henkilöitä. (Esim. ensimmäisen viikon/kuukauden jälkeen) Kuinka monta tällaista tavoiteluokkaa voisi olla ja kuinka usein?

Tuotepalkinnot

1. Minkälaiset tuotepalkinnot sopisivat parhaiten liikuntakampanjaan?
2. Montako tuotepalkintoa per henkilö mielestäsi olisi sopiva määrä liikuntakampanjassa?
3. Montako tuote palkintoa per tavoiteluokka olisi sopiva määrä?
4. Voisiko tuotepalkintojen arvo kasvaa tavoiteluokkien perusteella?
5. Minkä arvoisia tuotepalkinnot voisivat olla?

APPENDIX 2 ENLARGED FIGURES

KUNTOKORTTI 2011															Lajimerkintä lyhenteet:		
Konsulttitoimisto Seppo Hoffrén Oy Consultancy															KÄ= Kävely	JUO= Juoksu	JU= Jumppa
KUNTOKAMPANJA vkot 10-29															PY= Pyöräily	GO= Golf	KS= Kuntosali
SÄÄNNÖT:															UI= Uinti	TE= Tennis	PI= Pilates
1.Korttiin merkitään liikuntasuoritukset, joiden kesto on vähintään 45 min. Max kpl 1 merkintä päivässä.															RA= Ratsastus	SKI= hiihto/lasketteilu	
2.Hyväksyttävän suorituksen aikana on tultava hiki.															PP= Pölypölyt	RU= Rullaluistelu	M= Muu (kerro mikä?)
3.Tavoitteena väh. kpl 50 merkintää Kampanjan aikana.																	
Kuntoilijan nimi:																	
Viikko	Ma	Laji	Ti	Laji	Ke	Laji	To	Laji	Pe	Laji	La	Laji	Su	Laji	YHT.		
10															0		
11															0		
12															0		
13															0		
14															0		
15															0		
16															0		
17															0		
18															0		
19															0		
20															0		
21															0		
22															0		
23															0		
24															0		
25															0		
26															0		
27															0		
28															0		
29															0		
YHT.	0		0		0		0		0		0		0		0		
Tavoite															50		
Puuttuu															-50		

Fitness Campaign
Oy High Peak Finland Ltd.
Campaign duration: 15 weeks

Participant's name: Noora Kannainen

Fitness Level: 1

Rules

- Each activity is marked on the table and the duration of the exercise must be 1 hour. Max. 1 activity can be marked per day.
- Accepted activity must make the participant sweat.
- The goals are set according to the participant's fitness level.

Fitness level 1: 3 hours a week, 15 hours/5 weeks
 Fitness level 2: 5 hours a week, 25 hours/5 weeks
 Fitness level 3: 7 hours a week, 35 hours/5 weeks

Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Activity	Total
1									0
2									0
3									0
4									0
5									0
Goal									15
Missing									15

6									0
7									0
8									0
9									0
10									0
Goal									15
Missing									15

11									0
12									0
13									0
14									0
15									0
Goal									15
Missing									15

Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Activity	Total
1	1 Run		2 Swim						3
2		2 Walk			1 Golf				3
3	1 Walk			1 Run		1 Nordic walk			3
4	1 Run		1 Gym			1 Walk			3
5		1 Run		1 Pilates		1 BodyCombat			3
Goal									15
Missing									0

Fitness Campaign

Weeks 1-5

Name	Goal	Week 1	Week 2	Week 3	Week 4	Week 5	Total
Noora Kanniaainen	15h	4	3	3	4	3	17
Marie Claire	25h	5	5	5	5	5	25
John Wood	35h	7	8	7	8	7	37