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Managing customer value in volunteer based temporary project organizations

Master of Science Thesis in the Master's Programme International Project Management

JONATHAN WICKMAN

Department of Civil and Environmental Engineering
Division of Väg och Vatten
CHALMERS UNIVERSITY OF TECHNOLOGY
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JONATHAN WICKMAN

Examensarbete / Institutionen för bygg- och miljöteknik
Chalmers tekniska högskola

Department of Civil and Environmental Engineering
Väg och Vatten
Institutionen för bygg- och miljöteknik
Chalmers University of Technology
SE-412 96 Göteborg
Sweden
Telephone: + 46 (0)31-772 1000

Cover:
An image of the living area constructed for the Peace and Love music festival 2011 when inhabited,

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Abstract

In order for a company to be successful there needs to be a customer. For companies it is therefore vital to make sure that the customer return, in order to secure long-term access to customers. In order to make a high share of customers into loyal returning customers, there is a need to make the customers feel like they receive a lot of value in relation to their expectations and the price of what is being sold. Unfortunately, it is not always obvious what the customer expectations are, or what features or properties of the product is considered by the customer to be value-adding.

The main objective of this report is to investigate how temporary volunteer based project organisations can increase its amount of customer value creation, in order to increase customer loyalty, through the use of quality methods traditionally associated with manufacturing. Volunteer based temporary project organizations lack the continuity of permanent organizations due to their intrinsic constraints, which often regard time and resource availability. The nature of such organizations makes it difficult to manage different areas of the project, such as education of staff, communication, information, quality and infrastructure.

Classic project management theory holds that there is a tradeoff between quality, time and resource usage. To manage and improve quality in such a context, where time and resources are scarce, therefore becomes increasingly difficult. Therefore there is a need to find a methodology for managing quality that works around, and tries to be forgiving towards, the constraints present in volunteer based temporary project organizations. For the results of such quality work to be useful, it would also need to be easily comprehended, communicated and acted upon.

The study looks at different quality models and methods for managing value, determines a methodology and applies it to a relevant case organization. The conclusion is that the use of a methodology which utilizes the Kano model can be used in order to identify and classify customer needs, in a way that is fairly forgiving in regards to the constraints present in volunteer based temporary project organizations. There are also some areas of knowledge that needs to be understood by such an organization in order to be able to respond to those needs in a way that does not risk becoming a liability to the project as a whole.

Contents

Preface

This study is performed within the M.Sc. dissertation for Chalmers University of Technology in Sweden as part of the master program International Project Management.

This study has been carried out with a literature review which in turn supported a case study consisting of interviews, a gathering of supporting materials and a survey of the customer needs of such a case organization. The sample group consisted of people with a lot of experience as customers under organisations in the form of volunteer based temporary project organisations.

I would like to thank everyone that has helped during this dissertation, especially Inger Bergman & Petra Bosch at Chalmers University, and everyone that took part of the study.

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Jonathan Wickman

Tables and figures

The first two numbers in the name of each table and figure refers to the chapter and subchapter in which it is placed.

1. Introduction

1.1 Background

According to Reichheld (1996) for a company to achieve a high degree of loyal, and therefore returning, customers they need to provide high amounts of value to their customers. If the customer perceives that they have received little value from their purchase in relation to the price and their expectations, they are more likely to defect to a competitor. A company can therefore accomplish a higher degree of returning customer by managing customer value.

1.2 Main objective and research questions

The core objective of this report is to investigate how a volunteer based temporary project organisation can work with customer value under its natural constraints. It therefore aims to answer a few questions to improve the understanding of this topic. The main research question, with a few support questions are presented below.

How can different customer needs and expectations be identified within a ´volunteer based temporary project organization´

Is it viable for a temporary volunteer based project organization to utilize quality methodologies traditionally associated with production industries in order to deliver higher amounts of customer value?

What is the importance of considering customer value creation in order to accomplish a higher degree of customer loyalty, and improve the long-term viability of the business?

1.3 The case study organization

Volunteer based projects are to a large extent manned by individuals that do not receive monetary rewards in the form of wages for their work. Instead the people working have other motivations for working, such as getting new experiences, learning new things, improving their CV, or ideological reasons. Such organisations can commonly be found within the academic world, where students work and create value for other students, within groups of people who unite around a political or environmental cause, such as cleaning up an area shared in a community, or within groups who work towards creating, spreading and enjoying art or hobbies in different forms. The case organisation for the study is closely related to this last kind.

The main case area for the study is aimed at temporary project organizations that operate within festival organizations responsible for structuring, constructing, running and deconstructing a dedicated living area, "camping", usually constructed on a virtually empty grass field. The customers are defined as all individuals that use the camping function, utilizing tents as their accommodation solution while visiting the event. While looking at the case we will have some supporting questions to help us understand more about the research questions.

Case and support questions

How can different customer needs and expectations be identified within a case volunteer based temporary project organization that is responsible for the construction, and delivery of functions, at a camping area of a music festival?

What is the availability of features that can realistically and cost effectively be implemented in a temporary volunteer based project organization such as the case organization?

What is the importance of considering customer value creation in order to improve the long-term viability of the business?

1.4 Limitations

There are some limitations in the study, both related to the research questions themselves and to the specific case study.

In volunteer based temporary project organisations there is a natural issue of putting demands on individuals that do not work for an economic reward. Therefore it might be problematic to motivate individuals who work in such organisations to engage in questions that they might initially consider being too far from their core activity, such as quality or infrastructure. The motivations for people working as volunteers in such organisations are not included in this study, but it is something that could be interesting to look into with further research.

Another limitation is that the study will focus on volunteer based temporary project organisations that have some notion of a clear outsider customer. This excluded kind of organisations can for instance be those that work towards a political change, rather than delivering something clear and substantial to customers.

The case study will not focus on other parts of the case that are outside of the camping, such as the music part, transportation solutions and outside services of the event. It will also exclude internal customers. The visitors that work as volunteers at the camping have double roles, both as customers and as service workers, and their views of value at the camping, even if they have a working perspective, will be handled same as those from the visitors. This also means that the focus will be towards outsider customers rather than insider customers.

Looking at the features that can realistically and cost effectively be implemented will not be done very in-depth, but rather just through a quick evaluation of matters such as managing risk and looking at estimated benefits compared to required resource usage & available resources.

1.5 Problem discussion

A project organization responsible for the creation of the camping area at a music event are working towards creating a virtual "city", with often many tens of thousands of inhabitants. It is a project that naturally brings many issues that have to be solved; such as safety, logistics and infrastructure. There is also the question of managing a large number of volunteers, who often are young with little or no previous working experience.

Such project organizations are often volunteer-based, consisting of people coming from different areas that have received little or no formal training and whose members only gather when it is time for the actual event. Time constraints are a big issue, since the timing window from when the area construction can be started to when the area has to be empty and cleaned often is very short.

As two long-running Swedish annual events had to file for bankruptcy in 2010 and 2011, after selling only a few thousand tickets, the fact that high visitor numbers in itself does not guarantee high numbers of returning customers became very apparent.

One of them went from having 32000 visitors for their 2005 event, and the other had 22500 visitors as late as 2009, but despite this both event organizations quickly lost large parts of their customer base. This would indicate what Reichheld (1996) calls "a low loyalty coefficient", or customer friction, which indicates how likely the customer is to defer to or from competitors. A low loyalty coefficient raises the importance of creating loyal customers to the company, since the customers are more likely to take their business elsewhere for a smaller change in perceived value. A low level of customer friction does however allow an organization to grow quickly, but if the customers do not return it might lead to a quick increase of customer numbers, followed by a quick decline in customer numbers which in turn might lead to bankruptcy.

The situation for festival event organizations like this is that there is often very little room to stop and analyse the processes in place, and the possibilities for preparatory training within such an organization are less than for a company with paid employees working on the longer term. Such circumstances forces project members in volunteer based temporary project organizations to make a lot of ad-hoc decisions; learning and making decisions based almost purely on instinct, good sense and experience as they go. Old and established organizations of higher project maturity level have infrastructure and routines in place for managing knowledge and learning within the organization. Volunteer based temporary project organizations on the other hand might be more prone to lack a strategy for handling different managerial areas, for example how to handle knowledge within the organization, where individuals disperse after the project.

Methods that can be used in order to manage customer value and quality in contexts such as these are studied in this thesis. By clarifying what features or activities the customer consider the most value adding, the temporary project organization will gain knowledge that can be used in order to increase the quality of the customer experience. This can be used by such organisations to better accommodate customer needs in spite of its natural restraints in regard to its infrastructure.

1.6 Structure of the report

The first part of the report, this chapter, introduces the topic of the work, specifies the research questions and main objective of the study, and contains some discussions regarding the problem.

The second part of the report, chapter two and three, contains the theoretical framework and methodology of the study. In these chapters there are materials gathered through the literature study, some discussions around these, and a methodology is defined and motivated. This methodology is then executed in the third part.

The third part of the report, chapter four, five and six, starts by presenting the output of the executed methodology steps on the case. Their relation to such case organizations are then analysed and commented upon. In chapter five we look at what happened and was learned about the methodology and research questions, and if and how the methodology can be useful for volunteer based temporary project organizations. This is followed by the discussion chapter where the results are reconnected to the literature, the reliability of the study criticized and the usefulness of the methodology is further discussed.

In the last part, chapter seven, conclusions are drawn and what was learned about the research questions is presented with lessons learned and suggestions for recommended further research.

2. Theoretical framework

2.1 Projects

According to Maylor (2010), there are many different definitions of what exactly a project is, but common denominators which are often mentioned are that projects are unique, temporary and focused.

The uniqueness factor means that the exact project has not been performed before, and has a high degree of uniqueness. This can be regarding different aspects of uniqueness, such as time, location, individuals performing the task or service, or the product being delivered. Since something similar to the project almost certainly has been done before by someone else somewhere else, the aspect of uniqueness in a project is somewhat subjective. The temporary factor means that a project has a clear beginning and an end, with a dedicated project team performing the endeavour. When the project is completed, the team moves on.

The focused factor means that the project is to deliver a specified objective, which can be for instance a product, a service or a result, or a change within a process in accordance to a specified mission. This aspect can be challenged with the question "if we do not know what we are supposed to accomplish, how can we know if we have succeeded?" This is a factor that sometimes is weak, or lacking, in a project, and greatly increases the risk of its failure (Maylor, 2010).

Some new, previously not fully understood, factors almost always surface during projects. Therefore organisations should try to become well aware of the factors that are present. This knowledge should get integrated into the organization in a structured way to reduce uncertainty by implementing knowledge management in the organization.

Levine (2002) describes a generic project life cycle framework that contains the following five steps:

- Pre-Project (Estimating, Proposal, Feasibility)
- Strategic Planning and Project Initiation
- Implementation Planning

- Implementation/Execution
- Termination/Closure

This is a generic model, and these or similar steps are not always clearly and structurally defined, and volunteer based temporary project organizations might be especially prone to lack such a structure.

Volunteer based

During the literature search it was found that not very much material exists regarding volunteer based organizations, which likely is due to that research on project topics often are connected to industrial applications and financed by companies who have a maintained presence on the market. There is however material related to event management, which sometimes regards aspects of volunteer organizations.

The iron triangle

The iron triangle (Maylor, 2003), is a model that illustrates the natural trade-off in project management between time performance, cost performance and quality. If based on a status quo, a decrease of the overall execution time would for instance require either a higher allocation of resources (cost), or that the effort put into the quality level got reduced. A decrease of the cost (allocation of resources) would either mean that more time would be required to perform the work, or again that the effort put into the quality level got reduced. Quality, however, is a bit interesting. The theory states that if an increase in quality is to be achieved, there will either be a requirement to put more time or resources into the project. Juran & Godfrey (1999) however argue that an increase in quality does not always necessitate more focus, since an increased quality can be connected to better ways of working. This might in turn lead to a decrease in time and/or cost in execution, and that an increase in quality therefore might "pay" for itself if more effective processes are achieved.

The iron triangle also becomes central when it comes to the motivation of the study. Since volunteer based temporary project organisations often, apart from restraints in regards to infrastructure and preparation, also have restraints in the availability of time and resources it might be problematic to manage value. How quality can still be regarded in such a context, and how the constraints of the iron triangle can be worked around, therefore becomes a central theme in answering the research questions and reaching the objective.

2.2 Customer satisfaction and value

“Customer satisfaction is the ultimate measurement of quality”

- Bergman & Klefsjö (2010)

It is always the customers who provide the ultimate measurement of quality in the product, service or goods that is provided. Even if external customers who use or utilize the product will stay in focus within the context of this study, other stakeholders such as those who live or work in an environment that is affected by the organization could also be considered, since they often have an important impact on the processes (Bergman & Klefsjö, 2010)

Oftentimes customers have needs that the product provider is not even aware of, but if left unfulfilled the customer will be irritated and feel disappointment. This means that the product did not provide enough value to the customer and might lead to customer defections, the product getting mistrusted, and the producer getting a bad reputation.

If the product has a property that they did not expect but adds value, it might delight the customer and increases the chances of making the customer loyal. One should however be aware that “more is not always better”, and that if additional unwanted properties are added to the product those properties can be perceived as reducing the value. The needs of the customer are often separated into “spoken customer needs” and “unspoken customer needs”, where spoken customer needs are needs that the customer is aware of that they want, while unspoken customer needs are needs that the customer is not aware that they have (Bergman & Klefsjö, 2010).

It is important to realise that different customers have different needs and that they respond differently to whether these needs are fulfilled or not. It is important to note that not all customers have the same needs, and that the customers can be sorted into customer segments depending on their habits and motivations.

Customer loyalty

"A customer defection is the clearest possible sign of a deteriorating stream of value from the company to its customers"

- Reichheld (1996)

According to Reichheld (1996), it is a very successful strategy for most companies to create a lot of value for the customer, in order to achieve high levels of customer loyalty. Griffin and Lowenstein (2001) supports this statement by claiming that loyal customers have five distinct purchasing behaviours that are critical to the company bottom line. They state;

"A loyal customer is one who:

- Makes regular repeat purchases
- Purchases across product and service lines
- Refers others
- Demonstrates an immunity to the pull of the competition
- Can tolerate an occasional lapse in the company' s support without defecting, owing to the goodwill established through regular, consistent service and provision of value."

They further state that when you earn a customer's loyalty, you are also maximising that customer's revenue contribution to your firm. To make customers stay in repeat business is much more cost-effective than finding new customers, and the price for gaining a new customer can be up to five times higher than the cost for keeping one that the company is already doing business with (Cook, 2008). The ability to satisfy the "employed" volunteers is relevant to customer loyalty, since highly engaged employees deliver higher levels of customer engagement (Cook, 2008).

Benefits management

The execution of a project in itself does not make it useful. For a project output to be useful there needs to be an actual benefit to the organization, which is an area which is often overlooked in project management (Dinsmore & Cooke-Davies, 2006).

Dinsmore & Cooke-Davies (2006) argues that there should exist a benefits delivery plan, which in this case would mean that the organisation chooses how to position itself towards the identified customer needs, and how and if they would act upon these needs.

2.3 Quality management

The International Standard Organisation registrations

The International Standard Organisation, commonly referred to as ISO, have a lot of different standards and guidelines within many areas for which organizations might apply. These standards and guidelines are commonly named by numbers, where the ISO 9000 series regards quality assurance (Lamprecht, 1992). Among these the 9000 and 9004 are supporting guidelines, while 9001, 9002 and 9003 are models of quality assurance which can get audited. The titles of these documents indicates their purpose, and are as follows:

ISO 9000: Quality Management and Quality Assurance Standards - Guidelines for Selection and Use.

ISO 9001: Quality Systems – Model for Quality Assurance in Design/Development, Production, Installation, and Servicing.

ISO 9002: Quality Systems – Model for Quality Assurance in Production and Installation.

ISO 9003: Quality Systems – Model for Quality Assurance in Final Inspection and Test.

ISO 9004: Quality Management and Quality System Elements Guidelines.

If a company want to get registered as following the standard, they apply for registration at the ISO organization which then proceeds to audit it. If the auditors find that the company fulfils the requirements, they get registered as a company which complies with the standard.

The Project Management Institute´s guide to project quality management

Project Management Institute (2004) defines quality management as the activities of the organization that determines objectives, responsibilities and quality policies that are put in place in order to make sure that the project satisfies the needs for which it was undertaken.

Their publication PMBOK (which stands for Project Management Body of Knowledge) includes quality planning, quality assurance and quality control in their description of project quality management. This include identifying and determining the quality standards relevant to the project, how systematic activities can be put in place to assure that processes needed to meet the requirements are in place, and monitoring results in order to identify causes of unsatisfactory performance.

The basic approach presented in PMBOK is intended to be compatible with the requirements for seeking registration for the 9000 series of quality standards given by the International Standard Organization (henceforth referred to as the ISO standard), Total Quality Management, Six Sigma, Failure Mode Effect and Analysis (FMEA), Design Reviews, Voice of Customer, Cost of Quality, and Continuous Improvements. It would also be compatible with the methods suggested by Juran, Deming, Crosby and others.

A problem for this context with most of these approaches, such as the ISO standard, TQM, Six Sigma, FMEA, the Deming & Juran methods, and COQ, is that they would require certain levels of competence and resource allocation to execute, understand, and interpret in order to achieve beneficial to the endeavour. In the context of volunteer based temporary project organizations it would most likely run into issues related to the narrow timeframe when it comes to actually making it useful. There is little to no time available to inform and educate the participants on how to maintain advanced methods of control in such a working environment. Trying to utilize such a method in this context is therefore likely to prove problematic. For a method to be useful in this context, it needs to be able to be fairly easily communicated, understood and acted upon by the participants.

This does not affect the merits of the methods in situations that are more “normal”, where projects are run in a more stable environment. This just means that they might be sub-optimal in the very specific context that this research is performed in. Many benefits could be gained with the use of these methods if performed correctly at a time and environment where the situation is more normalised.

Deming introduced the “Deming circle”, also called the PDCA circle, where PDCA stands for Plan-Do-Check-Act. It establishes a base for continuous improvements of a production process, where if deficits are detected some small changes are planned and tried out on a small scale. The results are then checked, and if the data improves the change is implemented (Morris & Pinto, 2004). The Deming circle was originally designed for production processes.

Lester’s project planning and control

Lester (2003) argues that in order to fully ensure that quality processes are in place, large quality management systems which cover the entire organization have to be established and regularly monitored. He also argues that quality control where the quality levels are measured, in order to make sure that predetermined levels of quality are reached, must be in place if the set criteria are to be met. He defines the tools of quality management as;

- The quality manual (policy manual)
- Operational procedures
- The quality plan
- Quality reviews and audits
- Cause and effect analysis
- Failure mode analysis
- Pareto analysis
- Recording quality problems in a project history
- A documentation folder containing all the test results, checks and test certificates.

He also considers that different international standards, such as the ISO standard, should generally be complied with.

Zeithamls SERVQUAL model

Zeithaml and Berry (1990) developed a tool for measuring quality in service environments named SERVQUAL, which consisted of ten different aspects that should be weighted and analysed in order to determine the level of the service quality. The SERVQUAL system later got further developed, and the number of dimensions got reduced to five. Zeithaml and Berry weighted these five aspects differently, and the different importance of these different factors is presented in table 2.3.1

Dimension	Weight	Definition
Reliability	30%	Doing what we have promised
Responsiveness	25%	Willingness to help and provide prompt service
Assurance	20%	Conveying trust and confidence
Empathy	15%	Ability to see through the customer´s eyes
Tangibles	10%	Equipment, physical facilities, etc.

Table 2.3.1; The five dimensions of SERVQUAL (Zeithaml & Berry, 1990)

Zeithaml argues that a good approach to quality is to compare the customers' expectations on the product or service and how the customer perceives the article or service. These are in turn dependant on many factors, as illustrated in figure 2.3.2.

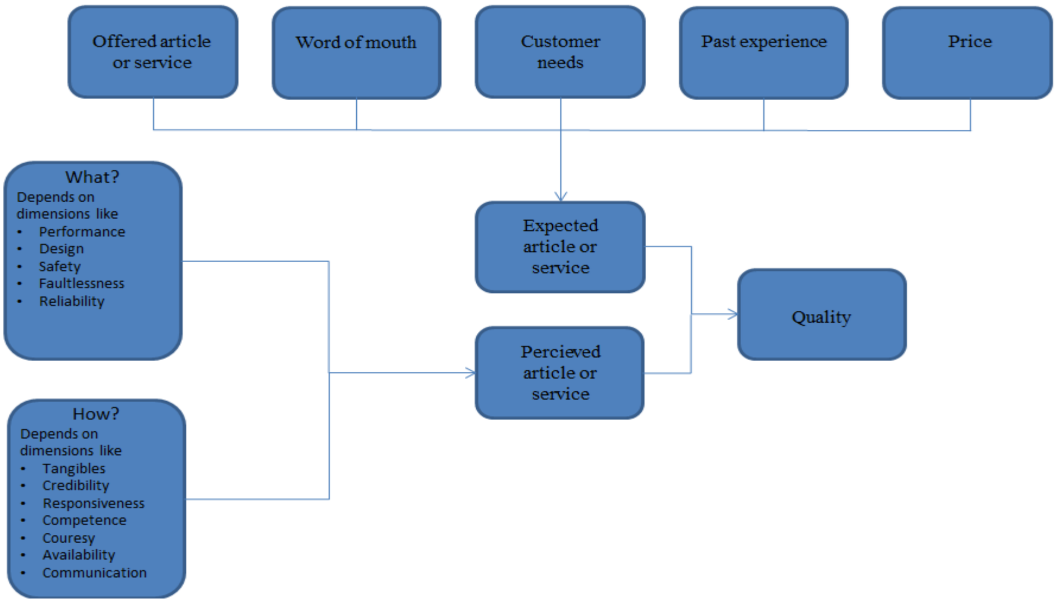

Figure 2.3.2; A model of quality (Zeithaml & Berry, 1990).

The IDDOV methodology

Cudney and Furterer (2012) suggest an approach of five steps, with three sub-points each. The steps of the IDDOV model is described in table 2.3.3.

Identify	**Define**	**Design**	**Optimize**	**Validate**
Develop project charter Perform stakeholder analysis Develop project plan	Collect voice of the customer (VOC) Identify critical to satisfaction measures and targets Translate VOC into technical requirements	Identify process elements Design process Identify potential risks and inefficiencies	Implement pilot process Assess process capabilities Optimise design	Validate process Assess performance, failure modes, and risks Iterate design and finalize

Table 2.3.3; The IDDOV methodology for designing a process (Cudney & Furterer, 2012)

It cannot be expected by a volunteer based temporary project organisation to normally have capabilities in knowledge, resources and time for working with such an advanced model; even if it probably would be needed to get a fuller picture of how to reach a more mature process level where customer needs are highly understood and responded to. Despite this the design step of the model is interesting enough to look further into, since it contains steps for collecting the opinions of the customers and translating those into requirements. The phase activities and tools/deliverables in the design step are described in table 2.3.4.

Define activities	Tools/Deliverables
Collect voice of the customer (VOC)	Data collection plan VOC Interviews, surveying, focus groups, market research
Identify critical to satisfaction measures and targets	Critical to satisfaction summary and targets Affinity diagram Quality Functions Deployment (QFD) Operational definitions Strength-Weakness-Opportunity-Threat analysis
Translate VOC into technical requirements	QFD Benchmarking Kano analysis

Table 2.3.4; Define phase activities and tools/deliverables (Cudney & Furterer, 2012)

For identifying properties and requirements that is considered to add value to the customer, the translation of the voice of the customer into requirements is critical. The methods recommended by Cudney & Furterer for the model is Quality Function Deployment, benchmarking and Kano analysis.

Quality functions deployment

Quality function deployment presents the "house of quality", and is claimed by Cudney & Furterer (2012) to lead to a better understanding of:

- Customer requirements
- Increased customer satisfaction
- Reduced time to market and lower development costs
- Structured integration of competitive benchmarking into the design process
- Increased ability to create innovative design solutions
- Enhanced capability to identify specific design aspects that have the greatest overall impact on customer satisfaction
- Better teamwork in cross-functional design teams
- A better documentation of key design areas.

Benchmarking

Benchmarking is a tool that reviews identified best practices that potentially can be applied to the organisation utilizing the method. It is primarily used for improving processes or the design of a product. In benchmarking it is important that the product or process is compared with those from organisations with similar characteristics so that the benchmarking process applies to your own process (Cudney & Furterer 2012).

The Kano model

The Kano model is a model that is commonly associated with quality work, total quality management, and six sigma where different properties of a product or service gets connected to the different needs and expectations of the customer.

The Kano model separates the needs of customers into three types of quality requirements; **basic** needs, **normal** needs and **excitement** needs. These three levels are named differently by different authors, but have the same function and design across author descriptions. Cudney and Furterer (2012) calls these three levels "one dimensional quality", "basic quality" and "exciting quality". For consistency the three levels will be called basic needs, normal needs and excitement needs. The Kano model defines how the achievement of these requirements affects customer satisfaction (Cudney & Furterer, 2012).

Basic needs are the needs that are so obvious that if the customer were asked about their needs they would most likely not even mention them. This often makes them "unspoken needs". The customer cannot be made excited about the product if it is only fulfilling the basic needs, but **we will however get very unhappy customers if the basic needs are not fulfilled**. The basic value requirements would for instance often be protected by Swedish customer law. You should for example expect that your new car includes wheels, lockable doors, an engine that runs, and has the basic functionality of being used for transportation. Otherwise the customer, and maybe even customer protection laws, would consider the business transaction to have been a fraud. By satisfying the basic needs we create "**must-be quality**".

Normal needs; sometimes called expected needs, performance needs or necessary needs depending on the source, can be said to be the **normal expected functions** that in a standard situation are used when properties within a class of products are being compared. These are the common properties that similar products are being compared through, and are connected to the price of the product. These are the properties that commonly are mentioned by customers in discussions regarding their expectations. The customer is aware of these factors and will mention them if asked, thus leading to the expected needs often most often being "spoken needs".

Excitement needs are needs that a customer might not even be fully aware of, but are needs that are there and can be fulfilled. By identifying and satisfying such customer needs considerable amounts of unexpected value is added, and the customer might therefore become delighted. This gives the company a considerable competitive edge over its competitors, creating loyal customers by providing superior value. By finding and satisfying excitement needs delighted and loyal customers are created. A graphic representation of the Kano model is presented in figure 2.3.5.

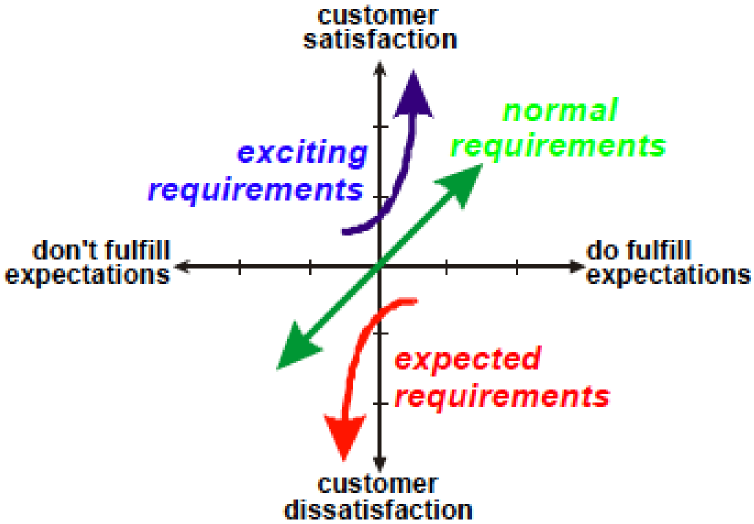

Figure 2.3.5; The Kano Model

It is important to note that the different needs and their classification will change over time. It is for instance normal that something that has been an expected need for a long time will become a basic need over time, but it is obviously dependant on context and the customer. This can for example be for a TV to show images in colour, which at one point in time was the ultimate excitement need, while it later on became a normal need. Today you would probably get your money back if the new TV you bought only showed images in black-and-white. The opposite can also be true, as for instance with the case of food being provided for free on flights. This might at one point have been expected by customers, while today it might delight customers if it is not standard procedure with the supplier that they are used to (Bergman & Klefsjö, 2010).

The Kano model for empirical investigations

The Japanese engineer Noriako Kano developed a method for managing customer needs, and quality through the generation of value, by asking a series of two questions for a number of product properties. Table 2.3.6 presents an example of a question presented in this way with the cases if the property **IS** there, and the case if the property **IS NOT** there.

If there <u>is an amusing story</u> on the back of a milk carton, <u>how do you react to this?</u>	1. I think it´s **positive** 2. I **expect** it 3. I am **neutral** to it 4. I **can accept** it 5. I **don´t like** it
If there <u>is no amusing story</u> on the back of a milk carton, <u>how do you react to this?</u>	1. I think it´s **positive** 2. I **expect** it 3. I am **neutral** to it 4. I **can accept** it 5. I **don´t like** it

Table 2.3.6; Example of the Noriako questions with standardized answers (Bergman & Klefsjö, 2010).

Depending on these answers, the importance and classification of properties can then be made. The answers to these questions are used to pinpoint where on the Kano scale the importance of a property lies

Properties that the customer considers positive (“I think it is positive”) if it **is** present, but don´t like (“I don´t like it”) if it **is not** present is a basic need, and is a property that can be defined within “must-have quality”.

Properties that the customer considers positive (“I think it is positive”) if it **is** present, but are less upset than in the previous case if the property **is not** there, it is considered to be an excitement need by the customer. An organization can lack these properties without being aware of them and still go on. If the organization wants to create higher amounts of value and a higher share of loyal customers however, these factors should be taken into consideration.

Properties that the customer have a lesser than positive (“I think it is positive”) response to if it **is** there; but don´t like (“I don´t like it”) if it **is not** present is a normal need. These needs and properties should ideally be well executed by the organization, since it is usually these factors that the customer has expectations about before experiencing the quality of the delivery of the organization.

Table 2.3.7 describes how Bergman & Klefsjö suggest interpreting these answers in order to connect them to the different needs. Also note the comment below on the used terminology in the table.

Characteristic		Do not exist/low level				
		Positive	Expected	Neutral	Can ac-cept	Don´t like
Exist /high level	Positive	n/a	Attractive	Attractive	Attractive	Expected
	Expected	Reversed	Neutral	Neutral	Neutral	Neccesary
	Neutral	Reversed	Neutral	Neutral	Neutral	Neccesary
	Can accept	Reversed	Neutral	Neutral	Neutral	Neccesary
	Don´t like	Reversed	Reversed	Reversed	Reversed	n/a

Figure 2.3.7; Questions for characteristics classification (Bergman & Klefsjö, 2010).

The Bergman & Klefsjö model also includes neutral, or indifferent, needs which do not necessarily mean that their presence will affect the level of customer satisfaction. Reversed factors are factors that the customer considers positive if it is not there, or don´t like if they are there. Such factors should therefore be omitted from the delivery.

To be consistent in terminology, the three main levels of customer needs will be using the terminology basic needs, normal needs and excitement needs for the three levels, with the terms “expected need”, “attractive need”, and “necessary need” used by Bergman & Klefsjö replaced with the terms “basic need”, “excitement need” and “normal need” in order.

2.4 Research methods

Qualitative, quantitative or mixed-method?

According to Cresswell (2009) the difference between qualitative and quantitative studies is often described as quantitative studies using closed-end questions that attach numbers to the results, while qualitative studies are often described as using open ended questions that describes the results with words. He further states that they should not be considered polar opposites, but rather two ends of a scale since studies tend to either be more qualitative or quantitative in nature, and that studies commonly hold properties of both.

Mixed-method is an approach that mixes both the qualitative and quantitative approaches. It involves the use of the methods in tandem in order to make the overall strength of the study greater than if only qualitative or quantitative methods were used by themselves. Different properties of qualitative, quantitative and mixed methods are presented in table 2.4.1.

Quantitative methods	**Mixed-Methods**	**Qualitative methods**
-Pre-determined	-Both pre-determined and emerging methods	-Emerging methods
-Instrument based questions	-Both open and closed-ended questions	-Open-ended questions
-Performance data, attitude data, observational data and census data	-Multiple forms of data drawing on all possibilities	-Interview data, observation data, document data and audio-visual data
-Statistical analysis	-Statistical and text analysis	-Text and image analysis
-Statistical interpretation	-Across databases interpretation	-Themes, patterns interpretation

Table 2.4.1; Properties of qualitative, quantitative and mixed methods (Cresswell, 2009).

The possibility to work with focus groups was also considered. Focus groups can be described as an informal discussion among selected individuals regarding specific topics relevant to the situation at hand. Focus groups are designed to obtain people's opinions rather than determining the exact strength of their opinions, for which quantitative methods are more appropriate (Vaughn et al., 1996).

Strategies of inquiry

In the design of the research it is not enough to just pick qualitative, quantitative or mixed-method for the study, but the researcher should also decide on a type of study within these three options, as presented in figure 2.4.2 (Cresswell, 2009).

Quantitative	Qualitative	Mixed Methods
-Experimental designs -Non-experimental designs	-Narrative research -Phenomenology -Ethnographies -Grounded theory studies -Case study	-Sequential -Concurrent -Transformative

Figure 2.4.2; Alternative strategies of inquiry (Cresswell, 2009)

Outsider versus insider research

Oliver (2010) makes the distinction between outsider and insider research, and argues that it is useful for any researcher to consider the practical implications of this distinction. Outsider research is performed by a researcher that is acting externally to the research context, looking at it from the outside in an objective and scientific way. This allows the researcher to remain detached and removed from the research context and measure phenomena in a relatively clear and precise manner.

One of the draw-backs of outsider research is that it is harder for the researcher to become aware of subtle nuances in the research environment and the relations between the respondents and the context. It is however natural that an "outsider researcher" becomes more and more involved in the research context as time pass. Relationships are, with or without the awareness of the researcher, formed and a higher degree of appreciation of the subtleties of the situation evolves. On the plus-side, an outsider researcher is often able to stand back from the context and evaluate issues in a more dispassionate and balanced manner than an insider researcher.

Insider research is performed by a researcher that is acting more internally to the research context. The advantages and disadvantages of insider research are to a large extent mirrored from the properties of the outsider research. Since the researcher tends to be familiar with the research environment, a lot of the process steps will become easier such as selecting samples and getting familiarized with and identifying eventual different processes and persons that are relevant to the study. Some of the disadvantages with insider research are that it is sometimes easy to overlook aspects that an outsider researcher would have recognized, and that it might lead to the researcher taking things for granted in terms of observation. Any insider researcher should be careful not to let this affect the quality and neutrality of the study.

These two dimensions are not mutually exclusive, and an outsider researcher will move towards "insider" when he/she gets closer to the research environment and the people in it, while an insider will become more of an outsider when collecting data and analysing the people and processes related to the research (Oliver, 2010).

Implications of outsider versus insider research

The author of the thesis has been to numerous festivals, both as a visitor and as an organizer, which relates to the discussion about insider versus outsider research. Initially it was expected to have the potential of becoming a significant issue, but since the plans for a closer collaboration with the Peace and Love festival was discontinued due to the contact person being unable to communicate (while having responsibilities towards the festival, the other company he works at, and his family) the impact associated with the issue of insider research got diminished. Overall the issue of having a relation to the topic at hand has hopefully had a positive impact on the quality of the results of the study.

3. Methodology

This chapter describes the methodology used in the study. First the research design is presented, with a graphic describing the flow of the performed research. The following subchapters include a description of the case study organization, how the selection of a quality model suitable for the situation was made, how the selected model was applied to the case, identified weaknesses of the method and finally the ethical considerations which were made.

Research Design

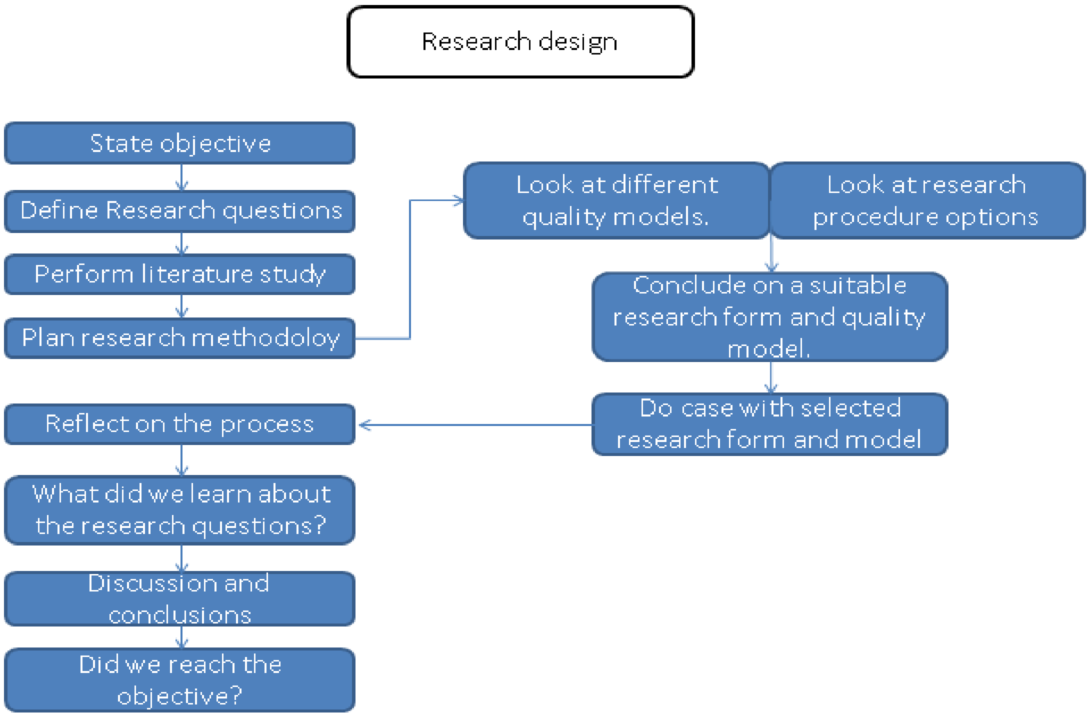

Figure 3.0.1; Research outline

The steps of this designed outline are all present, following this brief description on where they can be found.

In chapter one the problem discussion and related main objective is presented and the research questions are defined. Chapter two presents the literature study, which among other things includes a description of the different terms, different models for working with value and quality, and options for the research procedure. In chapter three the case organization is described, a model is selected with together with materials from the literature study are used to present a research methodology plan. In chapter four the case study is presented, where the model is applied to the case. The results are then analysed and discussed, in order to reach conclusions about what was learned about the research question.

3.1 Description of the case organization

One of the large volunteer based organizations that are fairly common in Sweden is the organizations that manage, organize and run music festival events; with more than a hundred such events of all sizes being organized each year. A majority of the people functioning as workers at the events are volunteers, who often number in the thousands.

The typical project life cycle of a temporary project organization is a little different from the generic life cycle described by Levine (2002), even if mutated forms of the concepts apply. Usually a few individuals form the core organization, work and plan in advance of the event, and volunteers show up in the days surrounding the start of the event. The responsibility levels of these volunteers vary greatly, from basic but important tasks such as manning gates, to having a larger responsibility for functions or areas, such as group leaders for functions. Since the time-wise presence of the volunteers is often exclusively the same as the project execution time, and advance information exchanges provides different sets of problems, more highly ambitious or professional level approaches to organizational structuring becomes unviable.

The case organizations are the ones responsible for planning, constructing and running the camping area at such events. The largest festival in Sweden had more than 30000 camping inhabitants during a summer week in 2011, which was constructed, run, and deconstructed on a virtually empty grass field.

3.2 Quality model selection

The steps defined for the model contained the following steps;

A. Identification of customers to use in the study

For step A, the model needed to be able to produce results with a limited number of participants in a way that was not too complex or required an excessive amount of time consumption.

B. Identification of value adding factors

For step B, the model needed to be able to identify value adding factors in a systematic way.

C. Classification of value adding factors

For step C, the model should be able to classify the value adding factors in a useful way.

D. Utilization of value adding factors

For step D, the results from the identification and classification of results should be able to be actionable. For the results to be useful within the constraints of volunteer based temporary project organizations they also need to be able to easily and quickly be communicated to the organization members.

Most suitable model

Among the quality models looked at during the literature study, the Kano model was selected since it among the models investigated had the closest match with the properties that were sought after.

It did not require large amounts of customers to produce results, had the ability to identify and classify customer needs in a systematic way, results that clearly and effectively could be communicated to organization members, and had an output close to ground level that can be used to support concrete decisions. Additionally it had an appropriate level of complexity, and overall moderate constraints in regards to the intrinsic restrictions of volunteer based temporary project organizations. These restrictions regard resource requirements, customer availability, being systematic and usable for getting results within a limited time frame, being fairly manageable with little training and having an output that fairly easily can be communicated, reflected and acted upon. It also suited well with for being tested through a research methodology in a case.

The use of the Kano model in empirical investigations would use a defined set of answers instead of numbers. Even if the Kano study is not straight quantitative in a traditional sense, it might be referred to as such in the context of this work.

For the identification of needs step a series of interviews were selected in favour of the use of focus groups, part due to the coordination requirements of focus groups being more demanding, and part due to the initial issues with identifying a suitable number of customers to extract information from.

3.3 Applying the model on the case

Below is a graphical depiction on how the case was performed. It is followed by a description of how the different steps were undertaken.

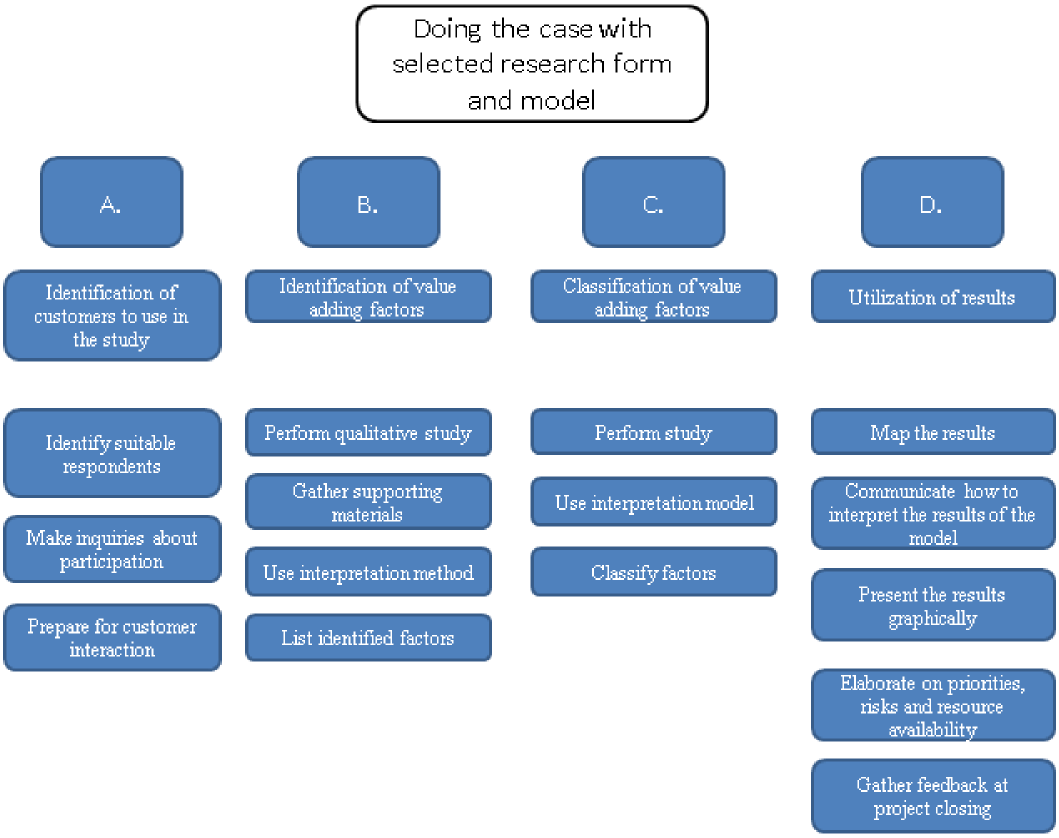

Figure 3.3.1; Performing the Kano case study

A. Identification of suitable customers

A search for individuals with a lot of experience as customers in organizations such as the case was performed. The prerequisite was that they should have been customers of musical events on at least eight occasions, spread over at least three years, under at least three organizations. The reasoning for using these sample customers was that it would allow the study to utilize the ability of these individuals to give data on properties that delighted them, and reasons that made them disappointed enough to defer to another supplier of similar services. Customers with less experience would have a smaller frame of reference, and therefore have trouble identifying "missing" properties and evaluate their impact. Customers with less experience would have less references, and that they would have difficulties in determining issues and properties that were lacking if they had only been customers on a single or a few occasions. The search for suitable individuals continued during the interviewing stage of the study, and eventually a total of nine respondents partook in the qualitative study.

B. The identification of value adding factors

The data gathering started with one round of interviews on the sample group of nine individuals. All of the interviewed passed the minimum requirement by far, with all of the participants having been on at least 15 such events. The sample group and their experience are shortly described in chapter four. The results of the first interview round were gathered, structured and analysed in order to identify important value adding factors. Additionally, relevant material in the form of earlier customer feedback data and volunteer feedback forms was also gathered and taken into consideration.

In the qualitative study a number of questions were asked regarding different aspects of their customer experiences, in order to extract their opinion on different issues. A large amount of factors were mentioned in these interviews. From these mentioned issues the key ones were identified through an analysis based upon the number of times they were mentioned by the different interviewed persons. Factors that were emphasised as being especially important or mentioned as being main motivators for attending such events were also regarded.

To support the identification of topics to focus on, additional external material were gathered. This consisted of different customer and volunteer surveys performed by the Peace and Love festival during the 2010 and 2011 events. The gathered material was used in a supportive way, and issues that were frequently mentioned and deemed extra important in this material was weighted in, and solidified the position of being important among the issues mentioned in the interviews. Using the results of the qualitative study and the gathered materials, a number of topics were identified.

The gathering of the results and the presentation of the identified topics for the Kano study is presented in chapter four.

The data from the first round of interviews was initially planned for being recorded and structured using the Nvivo 9 software, since it has the ability to structure acquired information from qualitative studies very effectively. Unfortunately problems occurred with obtaining a computer that fulfilled the hardware requirements for running the program. The results of the first round of interviews were therefore instead first structured manually, but later the issues were resolved and the materials were structured using the Nvivo10 software.

C. Classification of value adding factors

A literature study on how to perform a Kano study using the Kano model for empirical investigations was made, as presented in chapter two.

Using this theory, a Kano study was performed. It was constructed with the Google form tool, since it fitted the form of the study very well. The features that suited the study was suitable questionnaires being able to be sent out via e-mail, a good ability to look at the received answers from individual and total perspectives, and being highly compatible with the interpretation tool. Requests for answering this questionnaire was sent out to people who passed the prerequisite, both people who had participated in the qualitative study and other individuals. In this study the participants rated the properties identified according to the Kano model for empirical investigations. By the time of interpretation the study had been answered by nine individuals, and the answers to this study are presented in Appendix E. The answers to the study were interpreted with the tool developed by Noriako Kano, as suggested by Bergman & Klefsjö.

This led to a classification of the identified issues as being considered basic, normal or excitement needs. The results from the study are presented in chapter four.

D. Using the results in volunteer based temporary project organizations.

The classified results should be presented in an easily comprehended way to the team members, where their potential execution needs to be related to the overall project execution and their viability evaluated. This includes their resource demands in relation to resource availability, risks associated with implementation and prioritization in relation to other tasks within the project. The ways to utilize the results of the method in volunteer based temporary project organizations are further presented and discussed in chapter five and six.

3.4 Weaknesses of the method

The golden triangle restraint

There are some weaknesses of the method. First of all, the often harsh limitations of volunteer based temporary project organisations might have little to no room in regards to time and resources to actually work with quality. This is however something that is impossible to work around, since adding more work adds more strain to time and/or resource usage. A time and work efficient way of identifying and classifying customer needs might however enable the work being done to be focused on issues that are especially important for the customer experience.

Scope Creep

Another weakness is that in a strained environment things might be done a bit too quickly, leading to problems in regarding benefits gained in relation to resource demands and actual benefits gained. It might therefore tend towards leading to “scope creep”, where more goals and tasks are added than there are resources available for performing properly.

Unidentified risks

Another weakness might be that that there might be little room for determining risks of implementing identified factors, which might lead to problems, unsafe situations, or unexpected situations for which there is no preparation if careful consideration is not taken. Therefore all issues identified must be looked at from different angles, and their overall impact on the project must be considered. Risk and resource availability aspects should be taken into consideration when implementation of different features is evaluated.

3.5 Ethical considerations

During the study the default mode of privacy level was that the identities of all the participating interviewed persons should be anonymous. This decision was made in order to enables the participants to feel less pressured towards giving overly positive or negative feedback. This is also especially relevant since a customer with much experience in this matter is likely to have worked with different organizations, either as volunteers or at a position with higher levels of responsibility. Yin (2006) argues that it is desirable to disclose both the identities of the case and the individuals, since disclosing the case identity enables the reader to more easily integrate the case results with previous information learned, and disclosing the individual identities makes it easier to check footnotes and citations. Consent for recording should always be given by recorded individuals, in cases where video or audio recordings are used.

One issue that might raise strong emotions are the fact that questions might be asked during the study related to the reasons why customers failed to return to other festivals, since it might hold strong emotional attachments for customers and people involved in organizing these events. To maintain a higher degree of neutrality in regards to specific festivals, the names of different festivals will for the most part be kept out of the thesis. An exception to this is made in the transcript notes from the interviews, where the interviewed discuss different aspects around different events.

The practical results of the ethical considerations

In March 2012 it was determined that the information from the Peace and Love customer survey from 2011 was going to become available for this study, under condition that a non-disclosure contract was signed. The non-disclosure agreement that was signed is attached in Appendix F.

The issues mentioned by Yin (2006) regarding the censorship of case and personal identities are handled in the way that in the case study the case identities are not censored, and while the personal identities are kept anonymous sound files are provided to the reviewers of the thesis as proof of research, in order to mitigate the issue it might bring in making it harder to review the authenticity of the material.

In all the cases of the audio recording, consent was given from all the participants. The names of the participants were kept anonymous. The relevant experience level of the participants was described in order to better understand the level of background understanding among the participants. All the participants were comfortable with the results of the interviews being used and spread.

Access gain for the database of volunteers was never attempted. This was due to the acquisition of volunteer feedback information. Therefore a deeper delving into the situation of volunteers was not considered likely to provide enough useful information in relation to the required time and effort to obtain it, since the feedback reports were made available.

Enquiries into specific festivals were avoided, which led to the considerations of people with an emotional attachment to specific organisations irrelevant.

4. Case study

The case study was performed with the “ABCD” steps identified in the methodology chapter; with steps for identification of customers to use in the study (A), an identification of value adding factors (B), a classification of the value adding factors (C), and a utilization and interpretation suggestion for the identified and classified value adding factors (D). This relates heavily to the first support research question.

How can different customer needs and expectations be identified within a case volunteer based temporary project organization that is responsible for the construction, and delivery of functions, at a camping area of a music festival?

This chapter first shortly presents outputs of the methodology steps from the case execution, thus working towards the second of the “case and support” questions formulated in the introduction, presented below. The importance and relevance of the “realistically and cost effectively” part of this support question is discussed in later chapters.

What is the availability of features that can realistically and cost effectively be implemented in a temporary volunteer based project organization such as the case organization?

Then there is an analysis of the different steps of the methodology and what the case output means for such an organization. Finally the overall impression of the case execution is discussed. The third “case and support” question formulated in the introduction is also addressed, which is formulated;

What is the importance of considering customer value creation in order to improve the long-term viability of the business?

4.1 Output of the methodology steps in the case study

4.1.1 Step A. Identification of customers to use in the study

In the execution of the case method, a sample group with a lot of experience was put through a qualitative study in order to support the identification of issues. For the study a number of individuals that fitted the prerequisite were identified. Below in table 4.1.1 the relevant experience of the interviewed persons is presented.

Interviewed person	**Number of experiences as a customer**
Interviewed person #1	15-20
Interviewed person #2	30-40
Interviewed person #3	”Many, clearly past the requirement”
Interviewed person #4	100-150
Interviewed person #5	30
Interviewed person #6	25-30
Interviewed person #7	30-35
Interviewed person #8	50
Interviewed person #9	15-20

Table 4.1.1; Relevant experience of the interviewed

4.1.2 Step B. Identification of value adding factors

The analysis of the qualitative study and the gathered materials combined led to the inclusion of a number of issues, presented in table 4.1.2. In this table "sources" are the number of people mentioning the issue, and "references" is the number of times all those people mentioned those issues. The table is a screenshot from the Nvivi10 software which was used for the analysis.

Name	Sources	References
Mood and social aspects	9	28
Water	8	16
Safety	8	19
Musik	6	19
Toilets and WC	6	15
Food	6	13
Volunteers	6	8
General quality and organization	6	13
Ground quality and drainage	5	9
Activities and entertainment	5	7
Alcohol and party	5	8
Distances and logistics	5	7
Nature and location	5	8
Best case and intresting solutions	4	8
Prices	4	4
Medicare	3	3
Diversity	3	3
Showers	3	4
Space and camp placement	3	3
Cleaning and maintenance	2	2
Meeting areas	2	2
Calm camping	2	4
Shops and sales	2	3
Information	2	2
Weather	1	1
Queues and waiting	1	1
Light	1	1
Bathing	1	1

Table 4.1.2; Identified issues

4.1.3 Step C. Classification of value adding factors

The results of the analysis of the properties lead to the next step, where the properties were classified as basic, normal and excitement needs using a survey and the tools described by Noriako and Bergman & Klefsjö (2010).

Basic	**Normal**	**Excitement**
Good water access	Music that you appreciate	Water toilets available
Medical organization	A good atmosphere	A beautiful natural environment
Good port-a-potty maintenance	Port-a-potties available	Varied food
Cheap food	A lively party	People that you appreciate
Ability to find your way around	Good safety infrastructure	Nice and communicative safety crew
Easy access to relevant information	"Calm camping" available	Close walking distances
Well informed volunteers		Liberal camping restrictions
Service minded volunteers		Open water for bathing
		Activities at the camping
		A good water drainage solution

Table 4.1.3; Classification of factors

4.1.4 Step D. Utilization of value adding factors

Due to the cooperation with the Peace and Love festival being discontinued, the results of the study were not used in practice. For the output to be used however, the properties could be analysed, with selected properties mapped up as below.

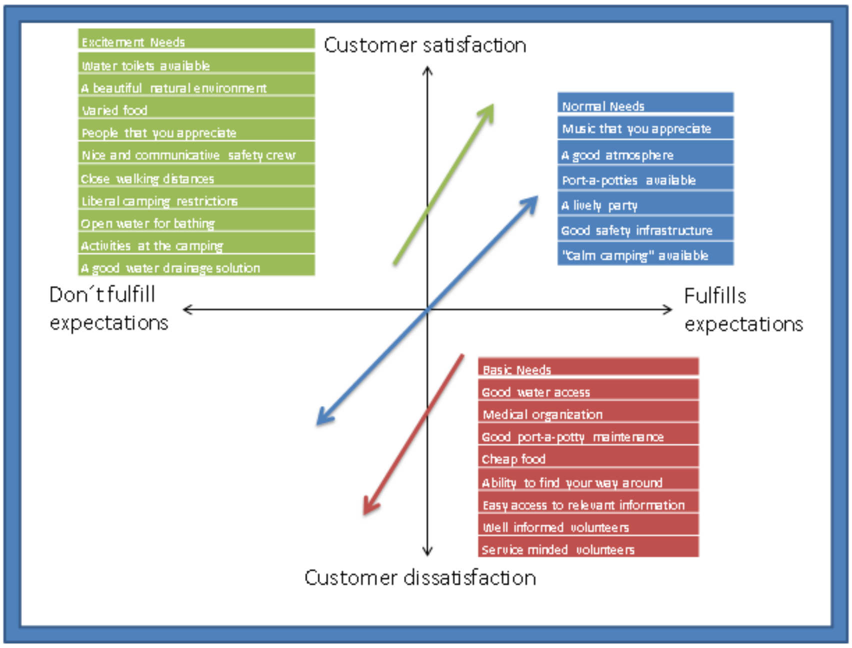

Figure 4.1.4; Customer needs for the case mapped up

4.2 Analysis of the methodology steps in the case study

4.2.1 Customer needs and expectations of a camping area

Customer needs and expectations of a camping area

The case study concludes that the highest priority for a festival camping organization is to secure basic infrastructure, which including information handling, and service quality.

It is common for any organization or business to stare at the normal customer needs, but an aspiring event organization with intents of repeat business, music festival or otherwise, needs to make sure that the theme of the event is not the only issue being worked on.

Things that are identified as excitement needs are things that could potentially accomplish higher level of customer loyalty. When looking at these different excitement needs, it is utmost important to remember that the overall goal is to work towards making sure that the customers are given plenty of reason to come back, since they otherwise are likely to disappear and doom the event in the long term.

In an environment where customers are prone to easily defer to another provider of services, it is important to provide such amounts of value to the customer that they become loyal and come back, since it is likely to be unable to survive without loyalty among its customers. To accomplish this, the event should provide customer value on all levels. This means all of the basic and normal needs, as well as large amounts of the excitement needs should be covered to provide great value to the customer.

4.2.2 Step A. Identification of customers to use in the study

The hypothesis that the interviewed persons would have large amounts of insights and opinion on the presence, or lack thereof, of different properties seems to be correct, since the interviewed persons had lots of opinions about the execution of camping areas at events. The largest draw-back of these customers are that they might be considered to come from similar customer segments, and therefore perceive value in ways that differ from "one-off" customer whose impression of perceived value fail to impress them to such an extent that they fail to make repeat business. That the interviewed are repeat customers indicates that they already perceive that they as consumers within this area of business receive such amounts of value that they choose to go into repeat business.

4.2.3 Step B. Identification of value adding factors

The first question of the interview tried to determine what parts of the experience that made them go to so many festivals. In the sub-questions of question one it also tried to make them explain what they had experienced that they had perceived as good or bad at different events.

The second question aimed to determine how common it was for the interviewed person to sleep and live at the main camping when visiting these events, and issues surrounding this. The purpose of this was to determine their accommodation habits, and to identify their reasoning in choosing different accommodation options.

The third question was called "the miracle question", and asks the interviewed what kind of festival they would like to create if given the possibility to create a festival however they themselves wanted. Note that not all "quotes" are transferred from the exact phrasing of the interviewed, but is sometimes transferred from the transcript notes.

Almost all of the issues that were mentioned as main motivators by several people were included in the second study. This included the issues related to people, atmosphere, music and the party. Issues that were mentioned in the qualitative study or in the gathered materials were considered if they should be put into the Kano study. The issues were evaluated primarily upon the number of times they were mentioned, and the emphasis put on their importance.

The qualitative study followed the structure recommended in the literature, with very few main questions that each had some sub questions. The purpose of this was to get out more details around the main question rather than having a larger amount of independent stand-alone questions. The answers from these interviews varied greatly in length and type, with some of the interviewed talking a lot about different concepts, what they thought important and why, while others simply answered with single sentences.

4.2.4 Step C. Classification of value adding factors

The results of the study are matching what could be considered to be reasonable results, and the initial impression of the results is therefore good. We can see that the basic needs can roughly be described as basic infrastructure, information and volunteer service quality. This is not too surprising, and also is in line with the quality materials brought forth in the theoretical framework.

The normal needs are what could reasonably be expected to be mentioned by an average person if they were asked about what properties they associate with a music festival, such as the music, the party, atmosphere and port-a-potties. A good safety infrastructure and the availability of a “calm” camping are a bit more surprisingly to see considered normal needs, but still not too extraordinary. This means that also these answers can be considered to be reasonable.

The excitement needs can roughly be described as properties that would not normally be expected as being mentioned by an average person if they were asked about what properties they associate with a music festival, but nevertheless have the potential to improve the quality of the experience. They all have in common that it could reasonably be expected that the visitors would still be able to enjoy their stay, and feel content as customers, even if any of these properties was not present at an event. This is in line with our definition of excitement needs, since the customer would not necessarily react of they were not present, but they would be able to enjoy them and let them increase their quality of the experience if they were present.

It is notable that none of the issues were considered by a majority of the respondents to be considered “neutral”. That would be a consequence if an issue were brought into the study, while not being considered worthwhile by the respondents. This might therefore be a consequence of the filtering of issues that was only mentioned many times, or emphasized as important, of the issues brought into the Kano study.

4.2.5 Step D. Utilization of value adding factors

Since the results of the study were not used in practice, being executed within such a project, there is no case execution to analyse. Instead a more theoretical approach on how to utilize the results will be discussed, which is directly connected to the case and support question;

What is the availability of features that can realistically and cost effectively be implemented in a temporary volunteer based project organization such as the case organization?

While reading this analysis the potential issues relating to the golden triangle restraint, scope creep and unidentified risks should be kept in mind.

The aim to identify features which increase customer value, and then look at their viability in implementation overlaps with the identification of excitement needs in the Kano model. While the basic needs is “must-be” quality and the “normal needs” is what the customer is most aware about; it is most relevant to analyse the excitement needs since they are different in nature. Although there is no systematic look and calculation at their cost-effectiveness, the different excitement needs identified in the study can still be examined.

The option to make water toilets available can be very hard if they are to be placed within buildings that are present all year around if the cost cannot be split with some other interest organization. The simplest and most reasonable solution would be if the building with the water toilets was already in place. There is also the option to provide wagons with water toilets, which can also be quite expensive if they are provided for free to the visitors. However, there is the possibility to take a nominal fee for the use of toilet wagons, in which case much value would be provided to the visitors without it costing the organization very much. It was mentioned in the qualitative study that paying 5 Swedish crowns (about 50p) in order to access water toilets was considered fully acceptable by the interviewed. Availability of water toilets would also result in less pressure on the presumed presence of port-a-potties, which would make them easier to maintain. The maintenance of port-a-potties was as mentioned earlier considered a basic need by the interviewed, which means that a bad execution of their maintenance leads to less visitors being willing to return.

To accomplish a situation where varied food is available costs the organization barely any money, but is rather a question about finding and making different food providers put up their business in the area. This might even be profitable for the organization; since a fee can be taken by the organization for the food stands to be present within the event.

To create a situation where waters suitable for bathing, and a beautiful natural environment, is something that is available for the visitor to enjoy is very situation and location dependent. The dependency of location properties is also true in trying to accomplish a short walking distance between the camping and event areas, but if a good spot is found this is something that does not cost the organization anything extra.

In cases where there are no good bathing waters nearby the organization could provide buses to transport them to such places. Since the need and willingness to go bathing is quite weather dependent, a shuttle bus that takes a nominal feel when the weather allows for it is also something that costs very little for the organization but still provides value to the customer.

Issues regarding a beautiful environment become an issue about choosing a good spot to hold the event at. If the location is not very forgiving in regards to having a beautiful natural environment, work can instead be put down in trying to make things as aesthetically pleasant as possible. This will of cause cost money. There is also a problem picture where more inaccessible places with beautiful nature might tend to have worse basic infrastructure such as running water and sewers, which would lead to other costs if you would consider it a necessity for your visitors to have water available.

A good water drainage solution is very situational, where they provide no value when the weather is good, but might save the entire event in case there is more rain than the surface can handle. If there is a lot of water staying in the ground while lots of people walk over it, the place is very likely to become very muddy very quickly. There is also the problem that if water puddles are created on top of the surface it will be a very unpleasant spot to put up a tent upon. The importance of this is affected by how flat the area is, and how much extra room there is available to the visitors.

Activities happening at the camping can be lots of things, and an economic way to work towards this need could be to take a fee from organizations that want to expose themselves towards the visitors. This area could of cause be invested more upon, which might accomplish several things. First of all it would be a signal to the visitors that the organization cares about their visitors, and not only think about making things as cost-effective as possible. It would also directly provide enjoyment to the visitors, which increases their perceived value of the experience. This might also in turn lead to a better overall atmosphere of the event. It also provides an alternative to visitors from consuming alcohol, which is sometimes part of the festival camping culture.

It might be quite hard for a festival to accommodate the need "people that you appreciate" without going through aiming to be a somewhat niched festival with an audience with a similar appreciation for music. It was mentioned by the interviewed that they like it when there is a spread in age and background among the visitors. This might maybe be somewhat worked towards if the band booker skilfully selects music that attracts different people from different ages, as mentioned in interview one and seven.

To reach a safety crew that is nice and communicative would require active work within the culture of the security crew and volunteers. This is a question of service quality from the people working at the festival. An estimate for the cost and effort required to accomplish a safety crew that is nice and communicative will not be made. However, it is something that might cost nothing to implement if the morale and mind set to give the visitors a good impression considering them as customers, instead of potential suspects of various mischief, is there from the beginning.

Having liberal camping restrictions is, similar to the level of control of safety, something that is controversial by nature. The visitors might for example want to be able to sit under their party tent and listen to music in their home made sound system powered by car batteries. The arguments to restrict these items are related to the overall safety, with the argument that car batteries have a risk of exploding under the wrong circumstances, especially when handled by people who have been drinking, and that party tents, or tarps, overlapping several tents might lead to fires being able to spread quickly makes the question trickier.

4.3 Overall impression of the case

Overall the work doing the study was very satisfying, with the whole process going relatively smooth. All but one of the identified basic needs were either related to basic infrastructure such as water, food, toilets and a medical organization or information handling. The final mentioned basic need was about “service minded volunteers”, which is in line with the theory of the high importance of service quality argued by Zeithaml & Berry (1990), as mentioned in the theoretical framework.

The normal needs were also mostly what you would expect, with issues related to being able to have a good time, such as music that you can appreciate and a good atmosphere. There were also other quality issues such as a good safety infrastructure and the availability of a “calm” camping. Finally there was the availability of port-a-potties. If the question instead had been about “availability to some kind of toilet” that question would almost surely had been considered a basic need, and it was therefore a bit unfortunate that the port-a-potties as a specific solution instead of a general solution to the fundamental problem got presented. This is probably rooted as an issue of insider research, where a person with an outside view might have handled the general issue of toilets in general, water toilets and port-a-potties better.

The excitement needs were issues that greatly might enhance the experience, but not considered as fundamental as the basic and normal needs. The issue about water drainage is very situational, where it becomes very important only when there is a larger amount of rain than the surface area can naturally hold, and is important for avoiding situations where the entire camping area becomes a mud pit.

5. Results and analysis

In order to help us understand more about the main research question, we analyse the procedure used when the methodology was applied to the case in order to help us reach insights in regard to answering the research question.

The first of the case and support questions formulated in the introduction was formulated in order to support insights into the main research question, and was;

How can different customer needs and expectations be identified within a case ´volunteer based temporary project organization´?

This chapter also present points relating to the potential use of the methodology in general volunteer based temporary project organizations.

5.1 Lessons learned from the case execution

The procedure using the methodology leading up the output was fairly straightforward, and went on without running into any major issues apart from some hick-ups in identifying the interviewed persons and executing the interviews.

5.1.1 Step A; Identification of customers to use in the study

The identification of individuals that fitted the high experience level was somewhat problematic to begin with, but solved itself when the interview rounds started. The interviewed individuals had connections with more potential persons for interviews, which in turn led to more individuals who fitted the profile. The interviews were performed in Gothenburg, Oslo, and at the Peace and Love 2012 festival.

The most practical means to obtain relevant customers to extract information from is unique to every temporary project organization. Unless the organisation has a very high level of uniqueness, or lacks the ambition to have later iterations the strategy to look for customers with high amount of experience is probably a very good one. To gain insights from more customer segments, to use at a later iteration of the project, it would be good to make sure to survey the participants about their impressions and wishes about features of the deliverables of the service, goal or product.

5.1.2 Step B; Identification of issues

The analysis of the results of the qualitative initially study ran into trouble due to that the planned use of Nvivo9 software could not be performed. Therefore the results initially had to be sorted manually, which added an additional level of manual evaluation, which should be avoided if possible to increase the level of objectivity and standardisation of procedures. Later on the issues were resolved, and the results were reorganized using the Nvivo10 software.

If the time and opportunity was available, a second round could be added to the identification of issues step, where additional input on the gathered issues was collected from the participating customers. This would be something that normally occurs in a "workshop" solution, making it possible for a feature with potential identified by only one individual to be supported by the opinion of others. This is a strong argument that a "workshop" approach to the identification of issues might be better, if the logistics can be worked out properly. The strength of the individual interviews lie in the higher amount of versatility it has in regards to suitable times and meeting places, since fewer individuals is involved in each meeting.

Gathering of supporting materials

To further identify, support and broaden the issues that were to be taken into the Kano study, a gathering of materials suitable for supporting the selection of issues to be raised was undertaken. If earlier relevant customer surveys has been undertaken it is in the interest of the organisation to obtain this information, since it might give more information about relevant features.

The 2011 customer survey

Access was gained to the customer survey that the Peace and Love festival performed on the customers of the temporary living area in 2011, due to the potential of the data to provide support for the gathering and identification of relevant issues and topics, coming from a larger sample size of respondents. The initial plan from to use SPSS to analyse this data was omitted, due to the fact that only the output of the study was made available rather than the raw body of responses. The results of this survey were looked into, and the results were used in order to increase the design quality of the questions used in the study and provide a better understanding of the customers for the study. A non-disclosure contract was signed with the Peace and Love festival regarding this data (see appendix F), and the results of this survey and the volunteer feedback data is therefore omitted from this research document.

The 2011 volunteer feedback data

A short analysis of the perceived experiences and feedback of the camping volunteers was also included in the study, in order to identify some factors that affected the willingness of former volunteers to come back to the organization, either as a visitor or as a volunteer. Inquiries into getting access to the customer survey of the 2011 Peace and Love festival was made, and access was to it was gained.

5.1.3 Step C; Classification of issues

The gathering of theoretical knowledge about how to properly execute a Kano study was very important and helpful to the work. It provided support and a theoretical basis for the execution of the study, and how to interpret the answers in order to gain a useful input from the study.

The study produced direct answers, but some extra thought has to be put into who the customers who answers the study are. It is not necessarily true that the views of the respondents are representative for all customer segments, especially when some of the respondents are fitting a certain specific profile connected to a customer segment. In cases like these, it would be safer to conclude that it is at least an estimate of the customer needs of this segment, rather than for all customers.

5.1.4 Step D; Utilization of value adding factors

Since the results from the identification and classification of issues never got land-tested, issues regarding the utilization of value adding factors will instead be discussed in chapter 5.2 and 6.1.

5.2 Use of the methodology model in temporary organizations

Analysis of the qualitative study relating to the research questions

The goal of the qualitative study was to test a methodology on how to identify issues to bring into the classification step, the Kano study. A question that invariably must be answered in the utilization such a method is where to draw the line issues being considered important enough to bring into the Kano study. In this case execution the main method was by sorting the issues after the number of mentions. This might lead to issues that only received single mentions without an emphasis, but had large potential, to be lost due to such a methodology. This might be either because the interviewed person felt it was not necessary to emphasize, or because the interviewed person might not have a full understanding of how much potential the issue they mentioned actually has. Any issue mentioned as having potential could reasonably be expected to having the ability to add value to the customers if enough attention, creativity and work were put into its proper execution. If more issues were brought into the study, it would result in more issues that could be worked with. Those additional issues might however lead to some focus of the project being lost, with the team members getting side tracked on putting down a lot of focus on issues that the customers do not value as highly, with the opportunity cost of that work, that could potentially be put into something more useful, being too high for work on that issue to be worthwhile. The problem with deciding on where to draw the line on where issues are important enough to be worked upon, and has to be considered by anyone that wants to find issues, or aspects, of their business that could be worked on and improved upon.

Even if some issues with potential might have been left out of this study, it can be expected that they likely would be excitement needs. This is due to their nature of not being missed if not there, and therefore not being included within the customers' expectations, since their expectations and experiences is what we looked for. There is however a risk for basic needs to have been lost, due to them being so obvious for the interviewed that they did not feel that they had to be mentioned.

The use of gathered materials from earlier studies might be misleading, since they might be aged or executed improperly, and the possibility to delve deeper into their execution and accuracy is limited. This was the reasoning for using the gathered materials primarily as support material to the qualitative study, whose origins were better known about.

6. Discussion

6.1 Usefulness of the method for managing value in volunteer based temporary project organisations

Usefulness of a method

For any method to be useful, the method needs to have an output that is beneficial and "actionable", which means that they provide a benefit and can be acted upon. Additionally, it needs to be able to be reasonably performed within the constraints of the organisation. Morris & Pinto (2004) mentions that there sometimes exists an assumption, that a project is only successful if it successfully delivers the benefits envisioned. The method execution needs to have a "benefits realisation", where some benefits from the initiative actually is achieved and transferred to the overall execution of the endeavour undertaken. Dinsmore & Cooke-Davies (2006) writes that the first challenge is to design the organizational structure in such a way that benefits from projects are harvested. In this case a lack of a structured use of the output would diminish its value somewhat, to only helping in bringing potential properties into the awareness of the organization.

Constraints of the organisation

The constraints of a volunteer based temporary project organizations are mainly that the participants might lack a consistent level of training, and that they might only be gathered in time for the execution of the project. This restricts the infrastructure of the project, leaving less room for coordination, planning, strategic issues and the management of issues surrounding things as information, value and quality. This furthers the not too uncommon approach where people jump directly from concept to execution, where the lack of a plan which indicates where your progress should be reduces your amount of project control (Lewis, 2001).

Reichheld (1996) mentions that for many businesses and organisations, focusing on how to improve customer value in order to create loyal customers are a basic, yet very successful strategy. An additional benefit for volunteer based temporary project organisations that have a lack in overall goals to work towards, creating quality in itself might be set as an overall goal to strive towards, and not just considered a support process. Such a goal for the participants of the working organisation would also be quite comprehensible for everybody involved, since to have an overall aim with their work to create as happy customers as possible is something that is very easy to understand and accept.

Required steps and potential problems in attempting to utilize the methodology

In order to perform a study similar to the one undertaken in the case, there would be requirements of knowledge, a source of issues to be raised, access to respondents, and time.

In regards to knowledge, the suggested methodology contains no steps that are overly hard to perform. First of all, a theoretical understanding of the methodology would need to be gained, with a study of the method, its tools and requirements. None of the steps are overly hard to comprehend, with the most problematic steps probably being the identification of issues. An understanding of the methodology would probably be understandable within hours for a normal person, and most of the steps could probably be performed by following a simple checklist of how to do it.

If the method was selected for use, the question of how to determine issues for the Kano study has to be answered. If issues should be identified the issues could be found through the use of for instance a qualitative study, analysing its results, or by looking at earlier customer feedback or through performing a workshop with a focus group. This would mean to extract issues that the customers regard as relevant to their experience of value. This could be done by interviewing them in turn, asking them for instance what their main motivator for consumption is, what properties they consider important, what properties they have seen which has impressed them, what has put them off, and what have made them defect from a supplier earlier. This could be complemented with the collection of earlier customer surveys, feedback forms and interviews. It could also be improved upon with focus groups or interviews where these issues are brought up, and the participating customers are given opportunity to comment on these issues.

If time restraints are hard, a classification is requested rather than identification, or if it is simply desired there is also the possibility to gather issues through the people working with the project and information already available. An involvement of the participants might also increase their feeling of involvement in the work of executing the project, but has the drawback that it might be subject to bias and/or not properly reflect the opinions of the customers.

Then there would be an issue of finding respondents that could answer the issues identified and put into the Kano study in time. Since the temporary volunteer based project organisation might have customer that show up during a certain point in time, and only are there until the execution of the initiative is done, there might be difficult to identify respondents in time before customers arrive and the execution starts. Since the Kano study can be performed through means of online surveys or manually, the methodology still has some flexibility in that regard. This problem is inescapable, since it is probably impossible to deeper look into customer needs without ever having some form of communication with the customers. If a study is constructed in the suggested manner of dualistic “is present”/”is not present” and respondents answer the survey, the matter to interpret the answers arrive. There is a choice if interpretation should be done on the answers of the entire group, or if it should be done on an individual basis. By looking at the entire group, the general view of how to classify issues is obtained. This however has the drawback that it ignores individual views, but the merits that it is easier to perform and gives an overview. By looking at the individual answers different customer segments with different customer needs could potentially be identified, and the spread of the answers is more flexible and accurate when it comes to interpreting the answers. A drawback of this approach would be that it would be less easily comprehended.

After the analysis, the different needs could easily be mapped up on the Kano model, providing an easily understandable list of identified and classified issues. By providing simple instructions on how to interpret the “map” of the customer needs, it could easily and quickly be communicated to involved individuals. In a time restricted environment however, some initiatives might prove too late to implement.

Usefulness under the constraints

The iron triangle states that there are trade-offs between time performance, quality performance and cost performance within projects (Bergman & Klefsjö, 2010). With the intrinsic restraints of volunteer based project organisations, which often are limited on time and cost (resource) aspects, determining how quality can be worked upon is problematic, since the restraints, and the iron triangle, are very hard to break.

It could be a possible approach for a project coordinator in a volunteer based temporary project organization that want to work more actively with quality to use the performed methodology in order to support project endeavours.

These needs could be graphically presented to the team as they arrive for the project execution, together with a statement that the overall goal is to have happy customers, and that these issues should be considered parts of a greater whole required to accomplish that goal. The output of the quality method would therefore be actionable, and provide a benefit that could be realized. For this to be true, it was required that it could be easily understood by the participants, and otherwise conform to the restraints of volunteer based temporary project organisations.

Some of these issues, the basic ones, should be worked towards as being stable and always working. In others, such as the normal ones, focus should be put towards excellence in execution. Lastly, the excitement ones, should be looked upon and considered for implementation, regarding how much effort and money would be required in order to facilitate these needs. Such issues that are considered counter-productive if included should be removed in order to maintain focus and relevance of the issues.

This would result in that the volunteer based temporary project organisation quickly and comprehensibly got an understanding of how they could work, and how they can deliver so much value to their customers that they are willing to come back, bring with them other customers, not defer to competitors, and willing to tolerate the occasional problem in their consumption due to the goodwill established with the value already delivered.

A drawback with this method is that it does not include steps for risk evaluation. This would become an issue if aspects or properties were implemented without regarding the risks involved. It might also potentially lead to so called “scope creep”, where more properties are added without the proper evaluation between the benefits, how much resources would need to be allocated, and the resources that are available. These resources might for instance be in the form of people, time, equipment and/or money.

6.2 Reliability

6.2.1 Accuracy of the study

First of all it is important to note that the study was performed within a very specific segment, namely customer who frequents a lot of festivals. The kind of people who go to so many festivals seems to do so mainly for the atmosphere and the people who are there, while somebody who prioritizes music and do not wish to stay at the camping has a completely different mind-set. Therefore it cannot be concluded that this study represents the average festival visitor, but the motivation about the choice of customer segment due to their large amount of experience still stands true.

Other things that make the sample group for the study stand out are that since they frequent a lot of festivals their motivation for going to festivals might be different from a person that has went to fewer festivals, and that their participation at so many festivals also leads to them being of a higher age than the type of customers who is young and have never been to a festival, or only been to a few of them. Also the group selection and size might not properly reflect the opinions of people who value go to a lot of festivals mainly for the music, since only participant #7 and participant #1 had music as main motivators. This might however be due to the participants considering music to be associated with an “event area” separated from the “camping area”.

Table 6.2.1 below presents what the interviewed persons answered as being their main motivators for visiting festival events.

Interviewed person	Answer
1	The people, the music
2	The atmosphere
3	The atmosphere
4	The people
5	The people, drink beer
6	The people, freedom feeling
7	The music
8	The people
9	The people, the atmosphere, freedom feeling

Table 6.2.1; Main motivators for visiting festival events

Apart from participant #8, who had to sleep in his car due to a medical condition, participant #7 was the only one who consistently looked for living alternatives to the main camping, and the participation of participant #7 therefore proved to be very important as a representative of this customer segment, for being able to name the properties that made him prefer other accommodation solutions over staying at the main camping.

There was also a gender limitation, since the sample group consisted only of males. There were more people, both males and females, who were supposed to be interviewed in the course of the case study, but due to different circumstances those interviews could not be performed. That a large part of the sample group seems to have quite a similar mind-set is also a factor that limits towards this specific customer segment regarding many of the questions.

6.2.2 Corruption of information between the steps of the study

Another issue that might endanger the accuracy of the study are the amount of steps that are undertaken, from the initial interviews to the final conclusions.

First of all is the interpretation of what the interviewed means by what they say. This gets increasingly difficult when the interviewer is trying to stay out of directing the person that they interview. This is hard to say anything concluding about, but since the topics that were mentioned the most times, and the topics that were emphasized, were taken to the Kano study there is little room for corruption in this step, except that issues that might have been emphasized as considered important by the interviewed might have not made it into the next step. One such issue that in hindsight might have been proper to bring into the second step was the availability of "chill out" areas where the visitors are able to just sit down and take it easy, with emphasized mentions of the white lounge tents available at the certain festivals. Since it was not brought into the later steps it is hard to do more than hypothesise that such lounge tents would likely have been considered an excitement need by the respondents of the Kano study.

The second stage where information might be corrupted is in the interpretation of the interview notes. This was greatly improved by the presence of the sound files at the interviews. Unfortunately there were parts in the interviews of participant #7, #8 and #9 that initially were tough to make out due to the recording getting corrupted, but this did not made much of an impact on the overall accuracy of the depictions of what was said and mentioned in those interviews since the problem later was overcome with software capable of playing the presumably corrupted files.

The translation from Swedish to English is another step where information might have been corrupted, but it is an issue that is hard to affect other than trusting in the level of language understanding in both Swedish and English.

The accuracy of associating things talked about to certain issues require a certain degree of resolution, and when it is required to connect a comment about something to a certain issue there is always a risk of misinterpretation. This is also something that might lead to emphasis of issues to be ignored.

6.2.3 Specific responses to the Kano study

The response about band appreciation as a motivator at a festival might be an effect of the study focusing on camping areas, and people who are customers of such. Both of these might have led to a bias in the sample group. This might have been an effect of the limitation in the thesis focus towards festival camping's. Not having asked about music specifically might have led to that some of the interviewed choose not to mention music in their interview, as it can be considered belonging to a separate area of the customer experience.

The answer that a majority of the respondents did not have a strong negative opinion of a safety infrastructure that was "not good" was quite surprising. Seven of the respondents did not regard a lack of the infrastructure, for instance fire safety, as being very serious. There was however two of the respondents that considered safety infrastructure to be very important. This might also be related to the level of control of safety, which answers were very much spread out over the entire spectrum, and restrictions of what is allowed onto the camping, as safety issues and how to balance the ability to feel relaxed and free to do anything with the overall safety levels of the festival. Safety issues also relate to the potential lack of risk evaluation in trying to implement certain aspects. For example the addition of open waters for bathing should bring questions such as "is it safe?", "who is responsible for safety?" and "do we have processes in place to mitigate risks?"

It might be interesting to consider the comments made how interviewed persons appreciated a good culture where the visitors take care of each other, and the safety crew is able to trust the visitors.

6.2.4 Overall impression

The results of the Kano study did not stray too much from what could be expected, and provided many interesting angles. A lot of factors that in hindsight seems obvious might otherwise have been overseen, and for a person to have the ability to identify and classify all of the basic, normal and excitement needs that resulted from the study using only gut feeling and common sense would be highly unlikely. The results of the study is considered valid enough that it can in general be expected to do well within the restraints of any volunteer based temporary project organisation.

The issue of creating loyal customers in temporary project organizations has is in itself a self-contradiction. If the project organisation is temporary, why should the members care? As in every volunteer based context where the members are not primarily motivated by economic rewards, there will always be an issue of how to assure ongoing management and continuity, since there is no guarantees either way between the project body and the participants that their partnership will last. With time, if successful, the organisation will need to look at if they aim to be profitable, or if it aims to bring benefits to a community and if that in itself can be reward enough for the organisation to be motivated to exist and sustain itself. The value basis and motivations of the organisation for existing should be examined and evaluated, and brings interesting issues, but is an aspect which is outside of the scope of this study.

6.2.5 Accuracy of interpreting the case results for general use

Even though the study was performed for a specific case, it can reasonably be translated to similar contexts. There is a drawback though that it has a more traditional external customer being served, which might be less accurate in the kind of volunteer based temporary project organisations that have a less clear image of who the customer is. This can for instance be in those cases where the group is gathered around an ideological issue and working towards a practical goal, as the before mentioned example of removing litter and garbage from an area, or attempting to save animals after an oil spill. This limitation of scope, focusing on outsider customers might make the methodology less useful for organisations that lack a clear outsider customer. It is also possible that volunteers in general have a different mind-set from their “customers”.

The methodology should however be fairly useful for many organisations, such as projects where students does volunteer work for the benefit of other students, or for groups of people trying to hold events related to spreading art to an audience.

If the methodology were to be used, it is important that there is an understanding of the weaknesses of the method, such as regarding resource usage and risk management.

7. Conclusions

7.1 The research and case questions

There were a number of issues mentioned that this thesis aimed to address.

The main focus of the study was to look at if it was possible for a volunteer based temporary project organisation to increase the generation of customer value by utilizing quality methods traditionally associated with manufacturing industries.

This led us towards looking at how a temporary project organization could identify what factors could be focused on within their delivery to their customer, with a purpose to achieve a higher degree of customer loyalty.

The case study aimed to examine and assess the different customer needs and expectations of a camping area, and identify activities that the participants perceived added the most value to their experience and the impact that the lack of features or conditions identified have in the ability to create loyal and returning customers. It also aimed to briefly explore the availability of features that realistically and cost effectively can be implemented for increasing customer value. The case study was performed in order to allow us to better understand how to answer the research question. Another issue that was looked at was the importance of considering customer value creation in order to improve the long-term viability of the business.

7.2 Lessons learned about the research questions

Identifying and classifying customer value generation issues within a volunteer based temporary project organization

After a literature study the decision was made to look at if the use of the Kano model methodology was an available and appropriate alternative for volunteer based temporary project organizations that wanted to manage customer needs. This was done since it had promising properties. The method had quite solid steps, and seemed to suit the aims of the thesis very well, with being a good way to managing value but still not being too demanding towards the constraints of such organisations. The natural properties of volunteer based temporary project organizations are that the members gather, do the work and then split up, often with a lack in consistency of strategy, training and execution. The issues of making sure that the project is actually working towards what the customer wants therefore is likely to become lost, either in execution or in communication. Such a temporary project organization or team might therefore sometimes need to more quickly determine the customer needs that the project supposedly is working towards, in a way that is simple to communicate to the team members.

The conclusion in relation to this objective is that the systematic use of gathering issues which are then put through a Kano study can be used to effectively gather and classify customer needs. The availability of time, resources and relevant customer opinions are constraints, but since customers are needed to gather the customer needs, the last factor is hard to work around. The methods for identifying issues can vary depending on the project context, and as long as the issues are collected the Kano classification question step can be easily performed even with a single digit sample of customers. With a relatively small and experienced sample group the nature and importance of needs can be accessed using the method. A weakness of this conclusion is that more methods of determining customer needs should ideally have been identified, compared and evaluated.

Considering customer value creation and its relation to long-term viability.

Determining the importance of considering customer value creation in order to improve the long-term viability of the business was not touched much upon after the information gathering and the discussions in the theoretical framework, but some conclusions can still be drawn. The conclusion that can be drawn is that any business that fail to make their customers return needs to either be very good at getting new customers, which is incidentally much more expensive than keeping the current ones, or else they will go out of business due to a lack of customers. This varies greatly in importance depending on the situation, since it will for example not always be an issue for project organizations that has a “hit-and-run” approach, where the job is taken, the lowest quality minimum delivery performed, after which the temporary project organization takes the fee for the job and disappears, or is more in the nature of spontaneous one-off events.

For an organization more similar to the target organization, which usually connects to an annually reoccurring event, with a large rotation of team members between iterations on the other hand it becomes really important if they want to avoid a situation where a lack of paying customers leads to financial problems, unless the ambition level leans more towards the "take the money and run"-approach where consistency and long term survivability is not part of the plan.

7.3 The main objective of the study

The main objective of this report was to investigate how a temporary project organisation could increase its amount of customer value creation, in order to increase the level of customer loyalty through the use of quality methods traditionally associated with manufacturing industries. By looking at relevant literature, and by identifying, executing and reflecting on such a method in a relevant case context the main objective of investigating the problem was reached. There is however much room to further investigate and improve on the understanding how temporary volunteer based project organisations could work towards getting loyal customers.

Final comments

Historically, some of the most famous and historically significant annually reoccurring events in Sweden have died off due to huge losses of customers over only one or two years. With the dangers of the business, with customers who easily defer it becomes utmost important that the customers that visit are turned into loyal customers. For this to happen there must be a large creation of value for the customer.

Any organization that keeps a repeat business and has ambitions on the long term MUST create loyal customers in order to ensure their survival and long term viability. A sudden decline of customers, and thereby income, might lead to large financial deficits, and might lead to an inability to stay in business in the long term.

By clarifying what features or activities the customer consider the most value adding, the temporary project organization will gain knowledge that can be used in order to increase the quality of the customer experience and improve the project structure in order to better accommodate those needs.

During the thesis collaboration with the Peace and love festival was attempted for the case study, but the collaboration attempt failed due to communication issues.

In 2011 and 2012 about 50000 tickets were sold to the Peace and Love festival. During the work of this thesis the media informed that the 2013 iteration of the festival was cancelled and filed for bankruptcy due to a lack of ticket sales.

7.4 Recommended further research:

Recommended further research for the main research question

The next thing to look at would be how other quality methods traditionally associated with production industries would fare against the method selected within the context and constraints of this study. It is not unreasonable to assume that there exists other value management methods would also fare well, if not better, within the restrictions of volunteer based temporary project organizations.

An area that could be especially interesting to elaborate on is on the central problem of how to manage quality within the natural constraints of the iron triangle. This would regard how to balance the heavy constrictions of the organisations and managing quality, in a way that is both manageable and useful.

Another issue that would be interesting to look at is how well the methodology would fare when used by volunteer based temporary project organizations in relation to different customers, in different businesses, and different contexts. This would of cause include determining how the selected methodology would need to be adapted to the different situation.

Recommended further research for case organizations

It would be very interesting to determine the relation between the issues identified in the case study to how, and if, they were handled at the Arvika and Hultsfred festivals before the sudden decline in returning customers.

It could also be very relevant to look deeper at the internal customers of festivals, such as volunteers, and determining what they consider to be the most important and how the return of volunteers to an event organization can be worked towards.

It would also be interesting to further research on the identification of best practices at different events, especially with the mentions of the Emmaboda and Roskilde festivals that were made during the qualitative study.

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Appendix A: The qualitative study questions in English

1. What is it in the experience of going to festival events that you enjoy so much that you decide to go to so many of them?

What properties is it important for you that a festival have?

What have you experienced on festivals that have made you feel that the arranging organization are happy to have you there and appreciate you?

What have you seen and experienced on different festivals that you have considered to be really impressive, and made you think “Wow, this is great!”.

What does a festival experience absolutely requires, if it is missing you are going to be disappointed?

What properties of a festival would you consider negotiable, that were acceptable if they were missing if it was reflected in a cheaper ticket price?

What does a camping solution least have to deliver for you to consider it to be an acceptable living alternative?

What solutions that you have seen and experienced on festival camping’s would you like to express as something that always should be present?

2. Have you ever been to a festival where you have chosen to stay somewhere else than the largest camping?
3. If you had infinite influence and were able to create your dream festival just like you wanted it and somebody else could do all the work for you, what kind of festival would you create then?

Appendix B: The qualitative study questions in Swedish

1. Vilka delar av hela upplevelsen är det som du njuter av så pass mycket att du väljer att åka på så många festivaler?

Vilka egenskaper är det viktigt för dig att en festival har.

Vad har du upplevt på festivaler som har fått dig att känna att arrangörerna är glada åt att du har valt att komma dit?

Vad har du sett och upplevt på olika festivaler som har varit så jätteimponerade och givande för dig att det har fått dig att tänka ”WOW”?

Vad måste en festivalupplevelse absolut ha, som om de saknas så blir du riktigt missnöjd.

Vad har festivaler saknat som har lett till att du inte har återvänt?

Vilka egenskaper hos en festival skulle du anse vara *förhandlingsbara*, som det vore acceptabelt att de saknades om det speglades i ett billigare biljettpris?

Vad måste en campinglösning minst leverera för att du ska tycka att det är ett acceptabelt boendealternativ.

Vilka lösningar som du har upplevt och sett på festivalcampingar skulle du vilja framhäva som något som alltid borde finnas med?

2. Har du någonsin valt att inte bo på den dedikerade största campingen när du varit på festival? Hur har du annars bott, varför, finns det något som skulle kunna ändra på det?
3. Om du fick oändligt med inflytande, och någon annan genomförde precis det som du ville ha, vad skulle du skapa då? Tänk både på stor och liten skala.

Appendix C: Summary of answers from the qualitative study

Here a summary of commonly discussed issues is presented. First there is a look at the initial question which asks about their motivation for going to festivals, and after that different properties and aspects are presented, sorted by issue rather than question heading. In appendix D some of the raw data in the form of notes and answers is presented, but this appendix is more useful for the user that want to get an overview of the issues mentioned.

The initial question in the study that was performed was "What is it in the experience of going to festival events that you enjoy so much that you decide to go to so many of them?". The summarized answers for this question are presented in table C below.

Interviewed person	Answer
1	The people, the music, atmosphere
2	The atmosphere
3	The atmosphere, the entertainment
4	The people
5	The people, drink some beer
6	The people, freedom feeling
7	The music
8	The people
9	The people, the atmosphere, freedom feeling

Table C; Summary of responses to the initial question of the qualitative study.

We can see from the results that six out of the nine interviewed mentioned "the people" as being among the most important aspects for motivating them to go to many festivals. Four of the interviewed mentioned atmosphere, two each mentioned the freedom feeling and music respectively, and single mentions were made regarding drinking beer and the entertainment.

The sub-questions to question one relates to the initial question regarding what issues of quality is considered to be relevant in the eyes of the customers. Since it is a qualitative study, the results from these questions did not always fully relate to the question. Since the design of the questions had the purpose to draw out more opinions from different angles about the experience, there has to be taken consideration to what the interviewed person said, rather than which of the sub-questions that it was given as an answer. The results are therefore sorted after the most common answers.

The people

Within the first question, including the sub-questions, the aspect of appreciating the visitors, volunteers and people working there at the event was mentioned by seven out of the nine interviewed. This aspect is especially noteworthy since it was mentioned by six out of nine interviewed as a key motivator for going to so many festivals.

Except for the aspect of being a motivator to go to a festival, the quality of the people there being an important aspect was also mentioned by interviewed person #6, and mentioned by interviewed person # 8 as a property that was really bad if it was lacking.

Interviewed person #6 mentioned that the people are really important, that it is the right kind of visitors. "This might be hard for festival organizers to decide except by booking bands within certain genres." Interviewed person #8 mentioned that "It should be visitors of the right kind, namely positive people who like to contribute with their behaviour."

Interviewed person #7 named it as one of the things that could make him not return to a festival, saying that "*it is (also) important that friends are there*".

The atmosphere

The importance of atmosphere was mentioned by six of the interviewed. Apart from the four that mentioned the atmosphere as being one of the main reasons they go to festivals, it was also mentioned by interviewed persons #6 and #7 as being important properties.

Interviewed person #1 mentioned that "What you are looking for is atmosphere. Atmosphere is important, and is most often related to living conditions", while interviewed person #6 mentioned "a festival spirit" to be a really important part of every festival experience.

Related to the discussion on atmosphere are the mentions of feeling free and relaxed, which is mentioned by interviewed persons #3, #6, #7 and #9.

Interviewed person #7 mentions *"the feeling of complete freedom" as* a key motivator, and interviewed person #9 mentions that he considers it to be *"kind of a haven"*.

Interviewed persons #2 and #7 mentions how they appreciate when there is a calm camping offered to the visitors; interviewed person #7 because it provides a place where it is easier to sleep than the louder main camping, and interviewed person #2 since, as he mentions, *"I want to be able to listen to music and drink beers all night long without having to worry about somebody who does not like all that stuff is getting disturbed while trying to sleep"*.

The music

The importance of music was mentioned by five of the interviewed. Apart from the two mentions by interviewed persons #1 and #7 as a key factor, it was also mentioned by interviewed persons #3, #6 and #9.

Interviewed person #9 mentioned that bands being too bad were a reason for him not to return to a certain event, answering *"bands that are too bad"* on that question. Interviewed person #7 considered the quality of the music to be the make-or-break property of deciding to attend the event.

Safety

The safety was mentioned in four contexts as aspects of perceived quality at the events.

The first one is the most obvious translation of the aspect, regarding the overall safety at the festival, for example in regard to there being good fire response solutions in place.

Safety in this context was mentioned by interviewed persons #4 and #8, with #4 naming a lack of "access to bars, lavatories and safety" as reasons for not returning to a festival in Germany. Interviewed person #8 mentioned the fire solution of the Arvika festival as something that he would like to see at more festivals.

Safety crew can both relate to volunteers working as "safety volunteers", and so called "yellow shirts" who are people who work as safety personnel and have a licence to do that kind of work.

The second one was to feel that the safety personnel gave a nice friendly and communicative impression. This aspect was mentioned by six of the interviewed, namely interviewed persons #1, #2, #3, #4, #6 and #7.

This was mentioned as being impressive and good for the atmosphere when it was working by #1, #2 and #7, as something bad when it does not work by interviewed persons #3 and #4, and as something that could make them not return to an event by interviewed persons #1 and #6.

Interviewed person #2 mentions that *"nice accommodation safety crew is important; there you can spot the mood of the festival directly"* and that *"it is the same problem situation as when you put an annoying bouncer at the door and expect people to be able to have a good time."*

Interviewed person #3 mentioned that he had experienced that safety personnel had been *"aggressive and rude"*, without any good motivation, and that it had really annoyed him.

The third one was to feel that the safety personnel trusted the visitors enough to not having to detail control what the visitor could and could not do responsibly, for instance by doing bag-searches and pat-downs of the visitors when they entered the camping with all of their gear.

Interviewed person #7 mentions that he feels that the organizers appreciate to have him there more if they "show the audience that they trust them by maybe not having overly strict controls all the time on everything."

Interviewed person #6 mentions that this is something that made him not return to an event, saying that *"at the Peace and Love festival in 2010, the Nazism against the visitors led to a really bad mood."*

Interviewed person #1 also mentions that specific instance of event control of the visitors, mentioning that *"things that have made you feel not welcome is the mandatory bag search which is similar to airport safety with similar criteria with deodorants and perfumes that might or might not be acceptable to bring into the camping depending on their size".*

The fourth one was by having camping restrictions on for example tape players, party tents and other things that the interviewed considered essential for bringing a good atmosphere to the event, and was mentioned by interviewed persons #2, #6 and #9.

Interviewed person #2 mentions that "Some festivals have gotten it into their heads that they need to stop tape players and car batteries, I feel is really a downer since having your own music on the camping is really important for the atmosphere."

Interviewed person #9 mentions that he feels like *"party tents have to be allowed".*

Infrastructure

A lot of the interviewed persons mention infrastructure and different parts of infrastructure, especially water and toilet access. Interviewed person #1 mentioned that *"It shows that they care about the visitors when there is so much infrastructure in place that it gives a feeling of general quality and care from the crew, which is both valuable and self-sustaining. Quality in all solutions makes you feel appreciated."*

On a follow up question on what he meant by infrastructure the answer was *"food, toilets, water, living spaces and how to find your way around."*, which was repeated on the question about what a camping solution at least needs to deliver that got the answer *“water, toilets, food. Hungry, thirsty people who have to go to the lavatory are not happy.”*

The importance of having good access to **water** was mentioned by seven of the interviewed, and was considered to be a very fundamental need. The need for water was not very much elaborated on, but it was given as an answer on the question “what does a camping solution at least have to deliver for you to consider it to be an acceptable alternative for living?” by most of the interviewed.

Four of the interviewed mentioned how they considered the **organization** to be important. Interviewed person #3 mentioned “an organization that works” as something that he had seen that he would like to see at all events, and interviewed person #2 mentioned it as something that he had found impressive in the past by saying that *“something that is always impressive is when there is an organization that is working really well that is organizing, then you directly think´ this is going to be a good festival´”.*

Toilet solutions in the form of port-a-potties and WCs were mentioned specifically by interviewed persons #1, #4, #5 and #8. It was specifically mentioned by the interviewed persons as part of their definition of, or in conjunction with, infrastructure. Something that had impressed was the availability of water toilet wagons, while poorly cleaned port-a-potties was mentioned as being something that had been considered bad with some events.

Food was mentioned by many as well, and touched on three aspects of food, with comments regarding availability, variety and pricing. Those comments boiled down to that good and reasonable priced food should be available. The comment from interviewed person #1 that “*Hungry, thirsty people who have to go to the lavatory are not happy.”* is relevant to the solutions regarding water, toilets and food.

Access to **showers** and hot showers were mentioned by interviewed persons #2, #5 and #6. It was mentioned as impressive by interviewed persons #5 and #6 when being hot and free respectively, while interviewed person #2 simply stated that *“showers are nice if they are available”.*

Decent walking **distances** was mentioned by interviewed persons #1, #2, #3, #4 and #9, and the need for good **transportations** if distances happened to be far. Interviewed person #2 formulated this by stating that *"if it is a long distance, there has to be cheap shuttle buses."*

Also interviewed person #4 mentions that it is essential for a festival to have "a good system with transportation descriptions and solutions for getting to and from and in and out from the festival".

Volunteers

Five of the interviewed made comments regarding the volunteers, regarding how they affected the atmosphere, how they treated the visitors and how they were treated by the organization. Interviewed persons #2, #4 and #8 mentioned specifically how the morale and mood of the volunteers sets the atmosphere at the camping.

Interviewed person #2 made a comment about how he felt impressed by the Emmaboda festival, that "there you really notice that the volunteers are having fun while they are working. They are relaxed and that leads to a good feeling for the entire festival."

Interviewed person #4 similarly mentions as an impressive property *"that the organization is appreciating their volunteers. From the first people standing in the gate, if they are happy that really gives a lot. That all the involved people, from the arranging people and the volunteers to the visitors feel appreciated, which they will if everybody is happy and keep up the atmosphere."*

Interviewed person #8 mentions from his perspectives of having worked on a majority of the festivals that he has been to "from the perspective of having worked on most of my festivals, it is that you become useful and are appreciated. Often if there is a lack of volunteers and fun to work, it has happened that I have worked three shifts four plus four plus four hours in a row with different functions with different working shifts when it has been fun to work and you have felt appreciated."

Prices

The pricing of different things is mentioned by many of the interviewed people.

Interviewed person #7 mentions *"the artists-to-price ratio. You have to get your money's worth music while"* as something that has been lacking, which has led him to not return to an event. Interviewed person #2 and #3 names overexploitation as something that really puts them off. Interviewed person #2 mentions *"to not have excessive prices is also important, especially that you do not mess around with exclusive contracting, with an interpretation that you can take whatever price you want since nobody else is allowed to sell. If you have decent prices on stuff people are going to get much happier and it will lead to a much better atmosphere"* as something that he would like to see on all festivals.

Also, interviewed person #7 mentions *"that reasonably priced food is available"* as something that might disappoint him if it is lacking.

The natural environment

Interviewed persons #1, #2, #3 and #4 mentions how they consider the natural environment at the festival to be important. Interviewed person #2 especially mentions how he would like to see natural open waters around the different events utilized to a higher extent, since it enables the visitors to clean up and cool down when it is hot in a nice and social way.

Medical infrastructure

Having a good medical infrastructure is mentioned by several interviewed, with interviewed person #9 specifically mentioning that *"it is important that the festival has a good medical organization."*

Question 2;

Question two related to the interviewed persons accommodation habit while at festivals, and aimed to determine how often they used to stay at the main camping.

The result was that all but two claimed to sleep at the main camping when at festivals. Interviewed person #8 said that he usually slept in his car due to a medical condition, while interviewed person #7 often looked for alternative sleeping conditions, and often slept at friends' places during festivals. He liked to sleep in a caravan or RV in order to shield himself from the general disarray, and that he really did not want to have to stay in the mud. He also liked that it better enables him to be able to "wake up refreshed, and to be able to keep myself, my stuff and my clothes dry". He commented that he would consider sleeping at the camping if he was able to sleep comfortably and there was good food available on the camping.

Interestingly enough, interviewed person #6 commented that he tried to live in an apartment during the Peace and Love festival 2009, but bought a small tent that he put up at the camping after the first night since he considered that living in an apartment was really not worth it, and that it did not feel right and that it became no proper festival visit. He commented that "you are supposed to live on the camping and be disgusting. I could not handle living in an apartment during a festival."

Question 3

The answers are listed in order of interviews performed, and the topics discussed are listed under concepts and properties, to better get an overview of how their thought design works.

Interviewed person #1

Concepts

The Roskilde festival is a good role model

The festival should focus a lot on the camping life, and lots of work should be put down working on the atmosphere at the camping.

The visitor should be able to have a musical journey, regardless if you are at the camping or at the music area.

You do not separate the festival and the camping areas as much as many festivals do.

The festival should acknowledge that the festival is built by its own visitors.

The safety crew and officers of the law should be communicative instead of authorative against the visitors.

The festival should let art unite people, and work for and allowing cultural meetings between different art forms, disciplines and their practitioners to happen.

Every visitor should have the opportunity to see things that they have not seen before and get new perspectives, to get an “aha” experience.

Properties

The festival should be having the same kind of setup as the Roskilde festival, but removing the largest scene and the kind of artists that comes with it and moving the three smallest scenes to the camping. One should be dedicated to folk music, one to electronic music and one for other mixed performances.

There should be lots of space for the visitors at the camping.

There should be food stands and water toilets in close vicinity to all of the visitors at all times.

Everything that you need at the festival should be at a relatively close walking distance.

There should be large hang-out tents spread all over the camping. These should have a relatively simple design where people bring their own chairs and music to the tents.

There shall be smaller activities throughout the festival where people can meet, and things happening at mini-scenes. These activities could for instance feature DJ´s, acoustic acts, hip-hop acts and lots of other things that suit the smaller format. Some of these smaller scenes could be placed in the hang out tents.

A lot of art should be represented both at the camping and at the music area, and the festival should be a forum for the expression of different art forms. The festival should seize as much culture as possible so that it is not just the music, but also imagery, poetry and video art as well present.

The band booker should be passionate about music in general, and not just within a certain genre. The festival should book broad bands so that the audience is able to find new good artists.

Drinking should be allowed in the music area. This might be problematic with the Swedish law system in practice though.

The festival should have a broad audience, a multitude of people that hang out and have fun together from different age groups.

Interviewed person #2

Concepts

Music wise you want a festival that is adequately niched. It should be niched to some extent, but not too much.

The festival should have a special kind of feeling. The visitor should feel that the experience is really nice, genuine and for real, and not just an amusement park that has been erected.

It will be this great feeling on the camping.

The mind-set of the entire camping should be ”today, let´s go All-in”. Perhaps the people working should not go fully all in, you still have to maintain some degree of order.

Properties

The ground has to have good drainage; you should even be able to put down a sewer solution in the ground so that there is no risk for excessive amounts of mud.

There should be a lot of food stands that are spread over the entire festival, providing a lot of different kinds of food. Benches and tables can be built in logs so that you can sit down and eat.

The camping should provide lots of space, so that it is not too crowded.

The camping should be quite close to the music area, and close to open water.

There should be shops on the camping, providing for example groceries and fresh fruit to the visitors. It has been really great those times that I have experienced that, and something that really has improved the atmosphere of the festival.

It is also really fun with event areas that have showcases and such. The road between the camping and the music area could for example hold an event area so that it is not just an empty road.

There should be showers available.

The port-a-potties should be clean and have toilet paper.

The festival should be mixed age wise, it is important that it is not only very young people there.

Interviewed person #3

Concepts

Keep it simple. No bullshit. No assholes. Just having a good time listening to music.

There should be no exploiting at the festival with nobody taking advantage of the situation.

The people that work should do that because they want to help out

There should be a general understanding among the visitors, and no cops should be needed.

Properties

(Initial reaction to the “dream festival” question);

Bears with jetpacks, and a mud-wrestling pit with chainsaws.

No currencies; it might sound hippie, but no hippie bullshit.

Lots and lots and lots of rock and roll. Free beer.

Anybody and everybody should be there as visitors.

Interviewed person #4

Interviewed person #4 never got to answer the third question as he had to leave earlier than expected.

Interviewed person #5

Concepts

People should be able to do as they please

Properties

There should be a mixture of music; rock and some techno included.

Easy chicks and free beer. There should be some music on the camping.

Interviewed person #6

Concepts

The visitors should really get a great feeling of love and think “Damn, this is great!”

There should be a special festival at the camping, it does not matter how well the music area is designed if the camping is a landfill.

It should be a huge idiot circus with bands and stupid people, so that you can play around with mostly anything so that you have a great time and do a lot of different activities without having seen a single band all day.

Properties

There should be volunteers going around the camping entertaining the visitors, for example jesters, jugglers and other such entertainment that are especially dedicated to this purpose.

There should be lots of free giveaways.

The camping area should be half forest and half meadow, and it should at least be fairly flat.

There should be fun stuff going on at the camping, for instance “silent discos”.

There should be great bands and a large scene, but that is obvious.

Interviewed person #7

Concepts

It should be a festival indoors, kind of like a rock cruising in a large house, where you are able to live comfortably with an especially luxurious solution for living.

It should be in a large house with different things happening on different floors, with different kinds of music and party floors with really nice bands.

There should be great and happy volunteers.

You should be able to enjoy the music, take it chill, and be able to mix and enjoy different forms of art.

Properties

Different kinds of media should be mixed, and you should be able to bring your own alcohol to areas and concerts. There should be different things happening on different floors, so that there is always something that is interesting for you going on.

There should be a high level of understanding among the visitors.

Interviewed person #8

The answer from interviewed person #8 was very specific about the physical design, which was explained with a sketch. The idea revolves around having a central circular stage where artists are able to rotate, with beer tents being spread around the area.

Interviewed person #9

Properties

All of my favourite bands should be there. The security crew should be really nice and accommodating, and no cops. At my dream festival drugs are legal.

Appendix D: Questions asked in the second Kano study

All of these questions were asked in pairs with the difference being the wording “is” being replaced with “is not” in the negative variation. The “is not” variation is not included here, due to it otherwise being identical to the “is” variation presented here in order to make it easier to read and to not use unnecessary amounts of space.

If there is a good atmosphere at a festival camping, how do you react to this?

If there are people that you appreciate at a festival camping, how do you react to this?

If there are bands and/or music that you appreciate playing at a festival, how do you react to this?

If there is good water access at a festival camping, how do you react to this?

If there is a medical organization present at a festival camping, how do you react to this?

If there are port-a-potties available at a festival camping, how do you react to this?

If there are good maintenance of port-a-potties at a festival camping, how do you react to this?

If there is a lively party going on at the camping, how do you react to this?

If the safety crew of a festival is nice and communicative, how do you react to this?

If there is a good safety infrastructure at a festival, how do you react to this?

If there is a high level of control regarding safety at a festival camping, how do you react to this?

If there are camping item restrictions that are liberal at the camping, how do you react to this?

If there is a close walking distance between the camping area and the music area at a festival camping, how do you react to this?

If there are WC´s (water toilets) available at a festival camping, how do you react to this?

If there is fairly cheap food available at a festival camping, how do you react to this?

If there is a large variety of food available at a festival camping, how do you react to this?

If there is a beautiful natural environment at a festival camping, how do you react to this?

If there are waters suitable for bathing available nearby a festival camping, how do you react to this?

If it is easy to find your way around and getting to different parts of a festival camping, how do you react to this?

If you are able to easily get access to relevant information about the event, how do you react to this?

If the volunteers are well informed about the event, how do you react to this?

If the volunteers are service minded, how do you react to this?

If there are activities happening at a festival camping, how do you react to this?

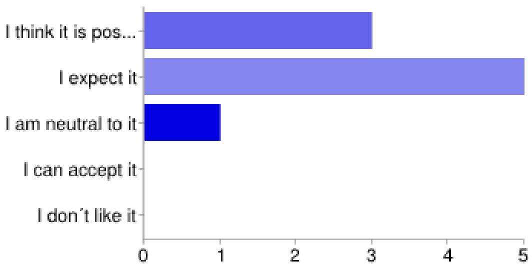
If there is an alternative "calm" camping available at the festival, how do you react to this?

If there is a good water drainage solution at a festival camping, how do you react to this?

Appendix E: Answers to the Kano model study.

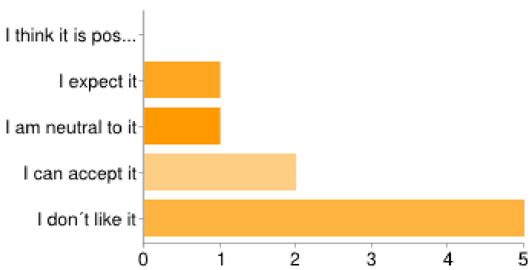
The Kano model questionnaire was formed after the model described in the methodology chapter, and asked questions in the form “what is your reaction if it is present/not present?” Below are the graphics of the answers received from the respondents. The responses were presented graphically this way in order to make it easier to comprehend and interpret. The interpretation matrix presented by Bergman & Klefsjö was used in order to analyse the results of this study, in order to translate the answers of the study into a classification of properties within the Kano model.

If there is a good atmosphere at a festival camping, how do you react to this?



I think it is positive	3	33%
I expect it	5	56%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If there is NOT a good atmosphere at a festival camping, how do you react to this?

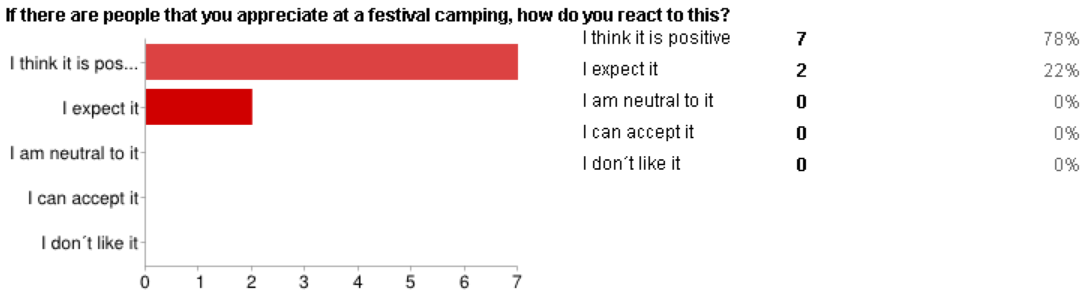


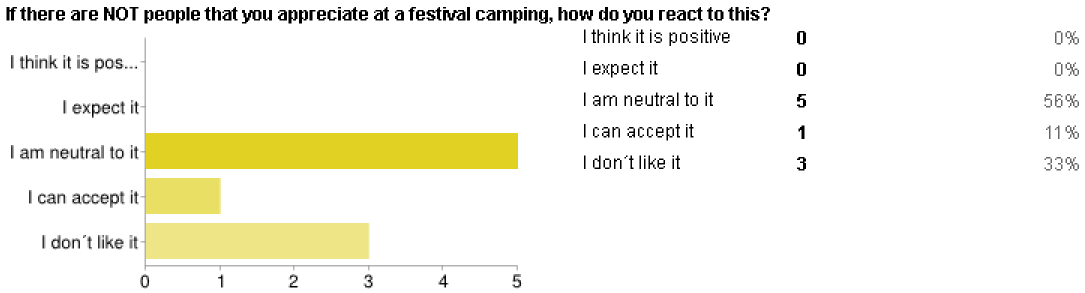
I think it is positive	0	0%
I expect it	1	11%
I am neutral to it	1	11%
I can accept it	2	22%
I don´t like it	5	56%

If there is a good atmosphere at a festival camping, how do you react to this?

The positive question was answered with 3 positive, 5 expected and 1 neutral; while the negative question was answered with 5 don´t like, 2 “can accept”, 1 neutral and 1 “expect it”.

This point toward this issue being interpreted as between being an expected and a necessary attribute, and that it will be translated as being a normal need in the Kano model.

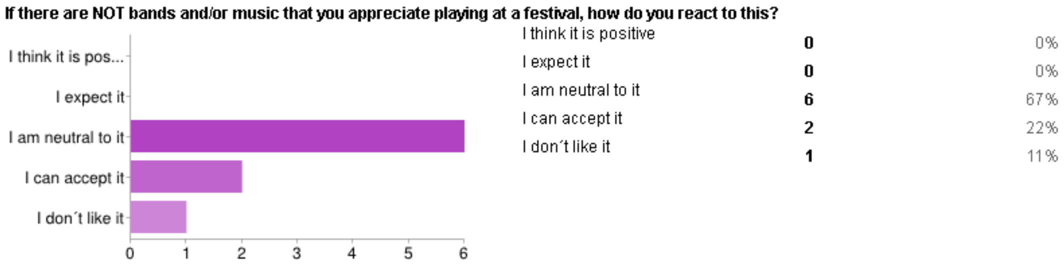




If there are people that you appreciate at a festival camping, how do you react to this?

The positive question was answered with 7 positive, 2 expected and 0 neutral; while the negative question was answered with 3 don´t like, 1 "can accept" and 5 neutral.

This points towards this issue being interpreted as being an attractive attribute, and that it will be translated as being an excitement need in the Kano model.



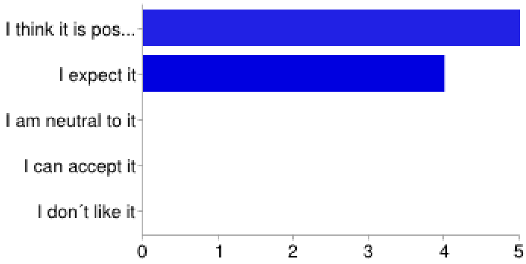
If there are bands and/or music that you appreciate playing at a festival, how do you react to this?

The positive question was answered with 3 positive, 3 expected, 2 neutral and 1 “can accept it”; while the negative question was answered with 1 don´t like, 2 “can accept” and 6 neutral.

This answer was somewhat surprising, with an unexpected spread and lack of strong feeling of good bands lacking among the respondents.

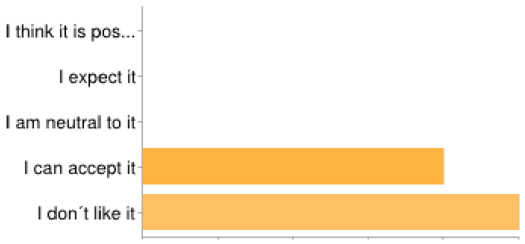
The answers to this question point towards this issue being valued very different by the respondents, with a majority considering it being a neutral attribute. This means that it would be considered being between a normal and an excitement need by the majority of the respondents, but a basic need in the Kano model by some of the respondents. Due to the spread of the answers and the value of the majority, it will be classified as a normal need in the Kano model.

If there is good water access at a festival camping, how do you react to this?



I think it is positive	5	56%
I expect it	4	44%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%

If there is NOT good water access at a festival camping, how do you react to this?



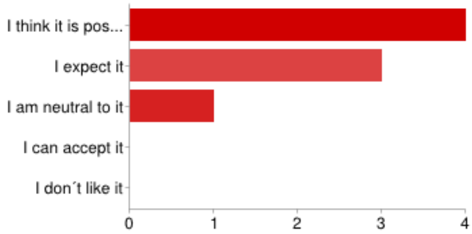
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	0	0%
I can accept it	4	44%
I don´t like it	5	56%

If there is good water access at a festival camping, how do you react to this?

The positive question was answered with 5 positive, 4 expected and 0 neutral; while the negative question was answered with 5 don´t like, 4 "can accept" and 0 neutral.

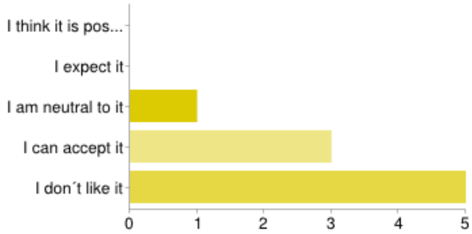
This clearly points towards this issue being interpreted as an expected attribute, which means that it will be translated as being a basic need in the Kano model.

If there is a medical organization present at a festival camping, how do you react to this?



I think it is positive	4	44%
I expect it	3	33%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If there is NOT a medical organization present at a festival camping, how do you react to this?



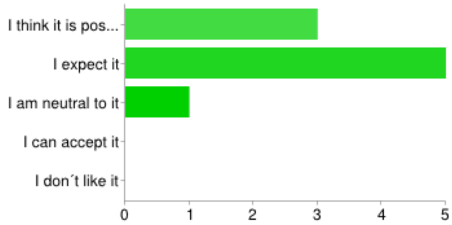
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	1	11%
I can accept it	3	33%
I don´t like it	5	56%

If there is a medical organization present at a festival camping, how do you react to this?

The positive question was answered with 4 positive, 3 expected and 1 neutral; while the negative question was answered with 5 don´t like, 3 “can accept” and 1 neutral.

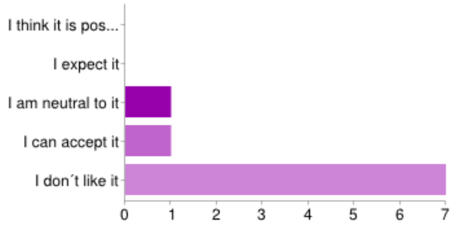
This point towards this issue being interpreted as an expected attractive attribute, which means that it will be translated as being a basic need in the Kano model.

If there are port-a-potties (Swedish; bajamajor) available at a festival camping, how do you react to this?



I think it is positive	3	33%
I expect it	5	56%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If there are NOT port-a-potties (Swedish; bajamajor) available at a festival camping, how do you react to this?



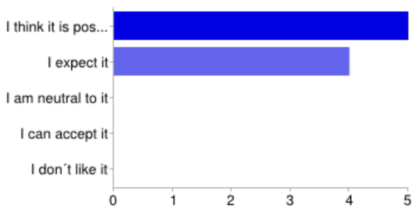
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	1	11%
I can accept it	1	11%
I don´t like it	7	78%

If there are port-a-potties available at a festival camping, how do you react to this?

The positive question was answered with 3 positive, 5 expected and 1 neutral; while the negative question was answered with 7 don´t like, 1 "can accept" and 1 neutral.

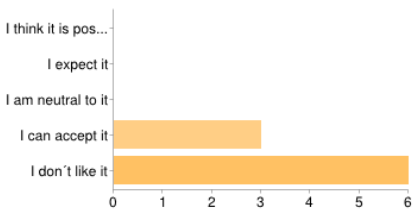
This points towards this issue clearly being considered a necessary attribute, which means that it will be translated as being a normal need in the Kano model.

If there are good maintentance of port-a-potties (Swedish; bajamajor) at a festival camping, how do you react to this?



I think it is positive	5	56%
I expect it	4	44%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%

If there are NOT good maintentance of port-a-potties (Swedish; bajamajor) at a festival camping, how do you react to this?

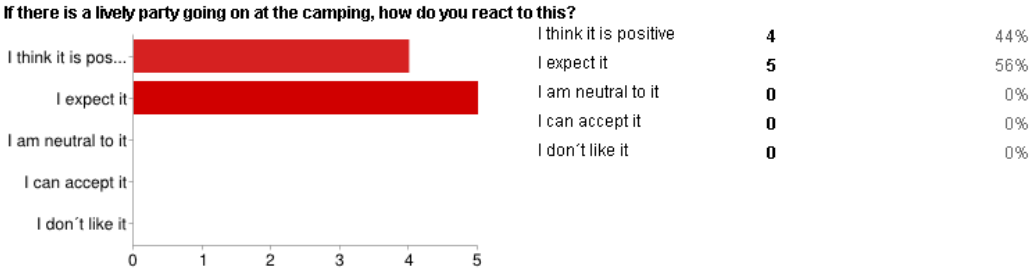


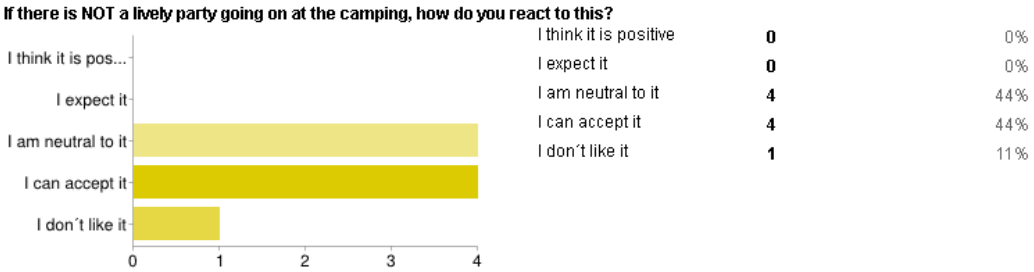
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	0	0%
I can accept it	3	33%
I don´t like it	6	67%

If there is good maintenance of port-a-potties at a festival camping, how do you react to this?

The positive question was answered with 5 positive, 4 expected and 0 neutral; while the negative question was answered with 6 don´t like, 3 “can accept” and 0 neutral.

This points towards this issue being interpreted as an expected attribute, which means that it will be translated as being a basic need in the Kano model.



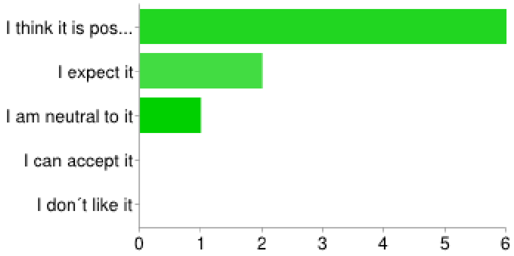


If there is a lively party going on at the camping, how do you react to this?

The positive question was answered with 4 positive, 5 expected and 0 neutral; while the negative question was answered with 1 don´t like, 4 “can accept” and 4 neutral.

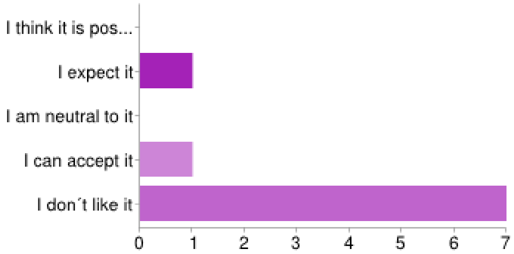
This points towards this issue being interpreted as a neutral attribute. It is to be translated as being a normal need in the Kano model.

If the safety crew of a festival is nice and communicative, how do you react to this?



I think it is positive	6	67%
I expect it	2	22%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If the safety crew of a festival is NOT nice and communicative, how do you react to this?



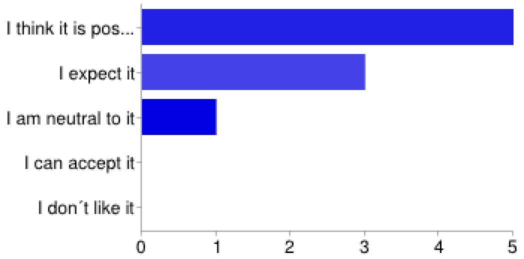
I think it is positive	0	0%
I expect it	1	11%
I am neutral to it	0	0%
I can accept it	1	11%
I don´t like it	7	78%

If the safety crew of a festival is nice and communicative, how do you react to this?

The positive question was answered with 6 positive, 2 expected and 1 neutral; while the negative question was answered with 7 don´t like, 1 “can accept”, 0 neutral and 1 “I expect it”.

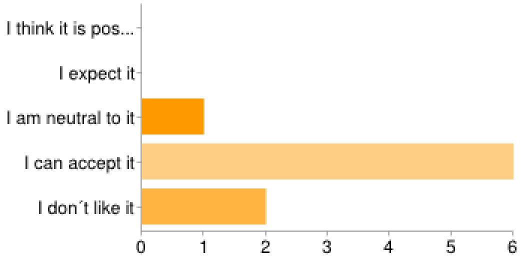
This points towards this issue being interpreted as an expected attribute, which means that it will be translated as being a basic need in the Kano model.

If there is a good safety infrastructure at a festival, how do you react to this?



I think it is positive	**5**	56%
I expect it	**3**	33%
I am neutral to it	**1**	11%
I can accept it	**0**	0%
I don´t like it	**0**	0%

If there is NOT a good safety infrastructure at a festival, how do you react to this?



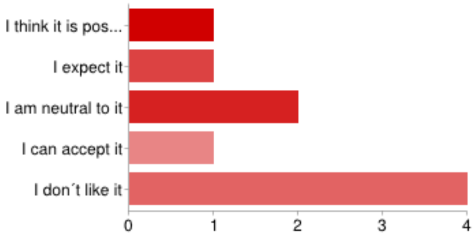
I think it is positive	**0**	0%
I expect it	**0**	0%
I am neutral to it	**1**	11%
I can accept it	**6**	67%
I don´t like it	**2**	22%

If there is a good safety infrastructure at a festival, how do you react to this?

The positive question was answered with 5 positive, 3 expected and 1 neutral; while the negative question was answered with 2 don´t like, 6 “can accept” and 1 neutral.

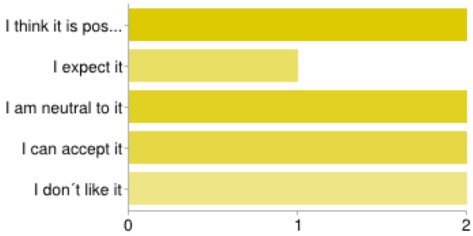
This points towards this issue being interpreted as an attractive attribute, which means that it will be translated as being an excitement need in the Kano model.

If there is a high level of control regarding safety at a festival camping, how do you react to this?



I think it is positive	1	11%
I expect it	1	11%
I am neutral to it	2	22%
I can accept it	1	11%
I don´t like it	4	44%

If there is NOT a high level of control regarding safety at a festival, how do you react to this?



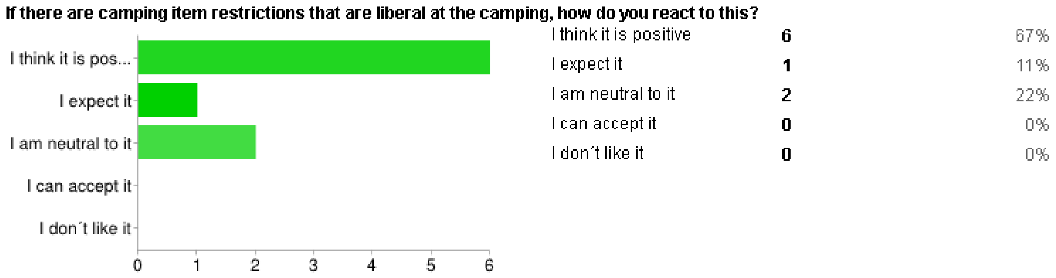
I think it is positive	2	22%
I expect it	1	11%
I am neutral to it	2	22%
I can accept it	2	22%
I don´t like it	2	22%

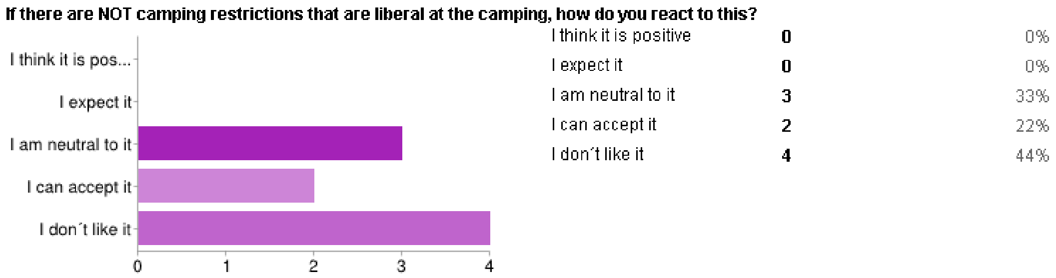
If there is a high level of control regarding safety at a festival camping, how do you react to this?

The positive question was answered with 1 positive, 1 expected, 2 neutral, 1 “I can accept it” and 4 “ don´t like it”; while the negative question was answered with 2 don´t like, 2 “can accept”, 2 neutral, 1 “expected and 2 positive.

This question had the largest spread of all the questions, with the answers being very much spread out. The reason for this might be related to the comment that interviewed person #1 had, which related to their sometimes being a safety at festivals that did not make you as a visitor feel more safe, and the negative impression about safety crew being rude and intrusive made by interviewed person #3.

Since the answers for this issue are so spread out, there is concluding interpretation of the answers given by the respondents.

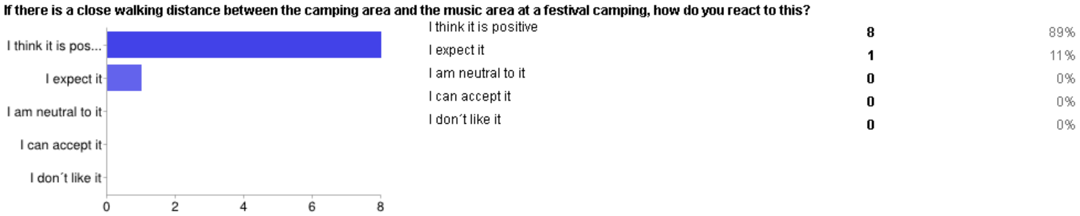


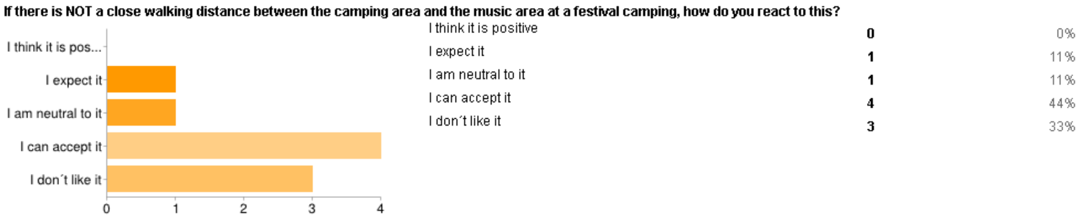


If there are camping item restrictions that are liberal at the camping, how do you react to this?

The positive question was answered with 6 positive, 1 expected and 2 neutral; while the negative question was answered with 4 don´t like, 2 "can accept" and 3 neutral.

This points towards the majority of the answers of the respondents considering this issue as being between an expected and attractive attribute. Even though the most frequent answer points towards it being translated as a basic need, it will be considered a normal need due to the majority of the votes landing in that direction.

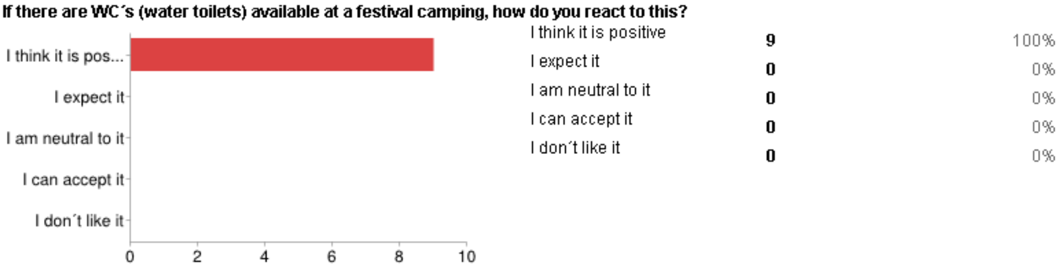


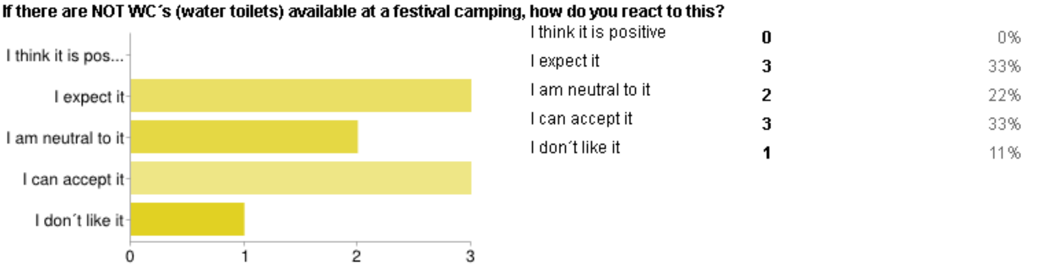


If there is a close walking distance between the camping area and the music area at a festival camping, how do you react to this?

The positive question was answered with 8 positive, 1 expected and 0 neutral; while the negative question was answered with 3 don´t like, 4 “can accept”, 1 neutral and 1 expected.

This points towards this issue being interpreted as an expected attribute, which means that it will be translated as being an excitement need in the Kano model.

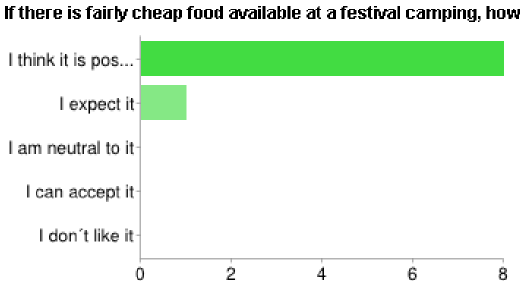




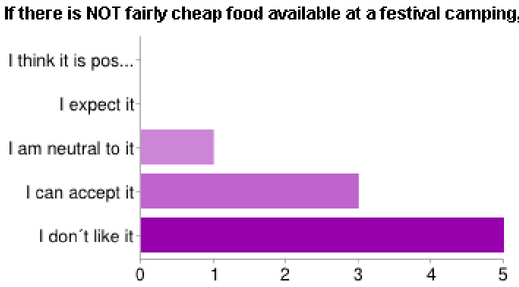
If there are WC´s (water toilets) available at a festival camping, how do you react to this?

The positive question was answered with 9 positive, 0 expected and 0 neutral; while the negative question was answered with 1 don´t like, 3 “can accept”, 2 neutral and 3 expected.

This points towards this issue being interpreted as an expected attribute. The interpretation of the answers is that most of the respondents would consider it to be an excitement need.



I think it is positive	8	89%
I expect it	1	11%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%



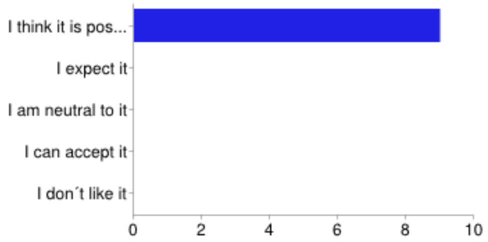
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	1	11%
I can accept it	3	33%
I don´t like it	5	56%

If there is fairly cheap food available at a festival camping, how do you react to this?

The positive question was answered with 8 positive, 1 expected and 0 neutral; while the negative question was answered with 5 don´t like, 3 "can accept" and 1 neutral.

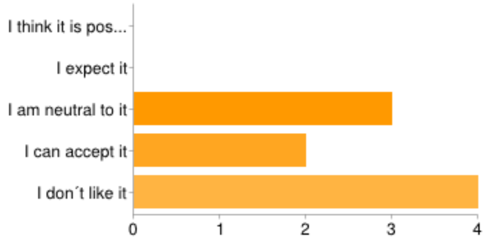
This points towards this issue being interpreted as an expected attribute, which means that it will be translated as being a basic need in the Kano model.

If there is a large variety of food available at a festival camping, how do you react to this?



I think it is positive	9	100%
I expect it	0	0%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%

If there is NOT a large variety of food available at a festival camping, how do you react to this?



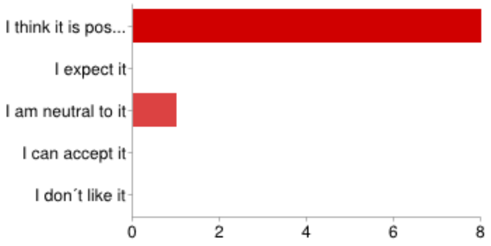
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	3	33%
I can accept it	2	22%
I don´t like it	4	44%

If there is a large variety of food available at a festival camping, how do you react to this?

The positive question was answered with 9 positive, 0 expected and 0 neutral; while the negative question was answered with 4 don´t like, 2 “can accept” and 3 neutral.

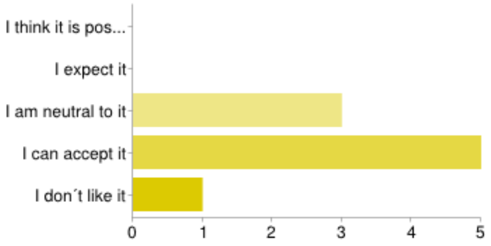
This points towards this issue being interpreted as being between an expected and an attractive attribute. Since a majority considers it to be an excitement need it will be treated as such.

If there is a beautiful natural environment at a festival camping, how do you react to this?



I think it is positive	8	89%
I expect it	0	0%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If there is NOT a beautiful natural environment at a festival camping, how do you react to this?

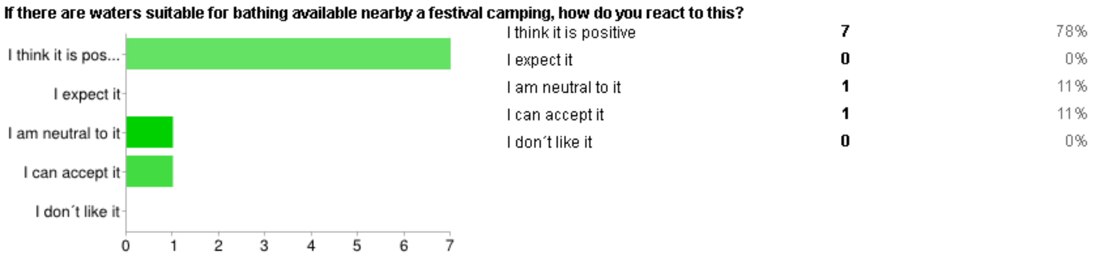


I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	3	33%
I can accept it	5	56%
I don´t like it	1	11%

If there is a beautiful natural environment at a festival camping, how do you react to this?

The positive question was answered with 8 positive, 0 expected and 1 neutral; while the negative question was answered with 1 don´t like, 5 "can accept" and 3 neutral.

This points towards this issue being interpreted as an attractive attribute, and that it should be considered a basic need in the Kano model.

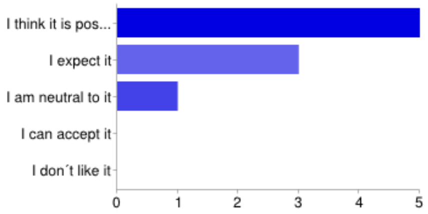


If there are waters suitable for bathing available nearby a festival camping, how do you react to this?

The positive question was answered with 7 positive, 0 expected, 1 neutral and 1 “can accept”; while the negative question was answered with 2 don´t like, 4 “can accept”, 1 neutral and 2 “expect it”.

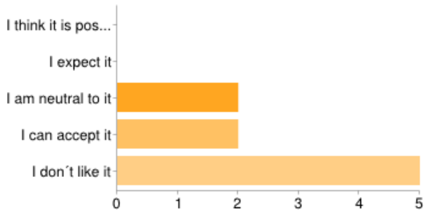
This points towards this issue being interpreted as an attractive attribute. This means that it should be considered an excitement need in the Kano model.

If it is easy to find your way around and getting to different parts of a festival camping, how do you react to this?



I think it is positive	5	56%
I expect it	3	33%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If it is NOT easy to find your way around and getting to different parts of a festival camping, how do you react to this?



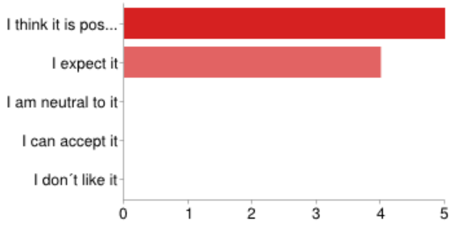
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	2	22%
I can accept it	2	22%
I don´t like it	5	56%

If it is easy to find your way around and getting to different parts of a festival camping, how do you react to this?

The positive question was answered with 5 positive, 3 expected and 1 neutral; while the negative question was answered with 5 don´t like, 2 “can accept” and 2 neutral.

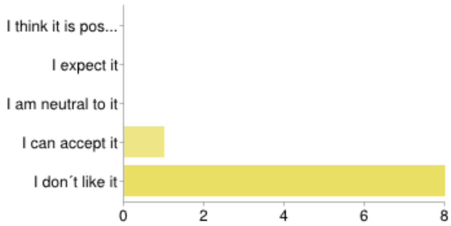
This points towards this issue being interpreted as an expected attribute, and that it should be considered a basic need in the Kano model.

If you are able to easily get access to relevant information about the event, how do you react to this?



I think it is positive	5	56%
I expect it	4	44%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%

If you are NOT able to easily get access to relevant information about the event, how do you react to this?



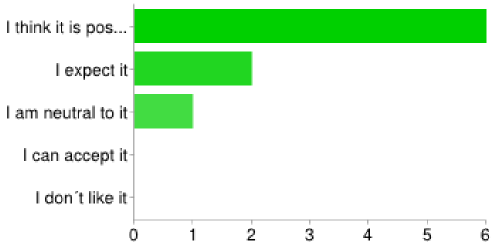
I think it is positive	0	0%
I expect it	0	0%
I am neutral to it	0	0%
I can accept it	1	11%
I don´t like it	8	89%

If you are able to easily get access to relevant information about the event, how do you react to this?

The positive question was answered with 5 positive, 4 expected and 0 neutral; while the negative question was answered with 8 don´t like, 1 “can accept” and 0 neutral.

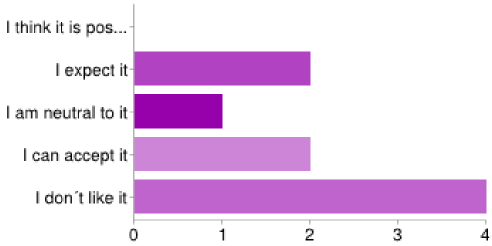
This points towards this issue being interpreted as an expected attribute, and that it should be considered a basic need in the Kano model.

If the volunteers are well informed about the event, how do you react to this?



I think it is positive	6	67%
I expect it	2	22%
I am neutral to it	1	11%
I can accept it	0	0%
I don´t like it	0	0%

If the volunteers are NOT well informed about the event, how do you react to this?

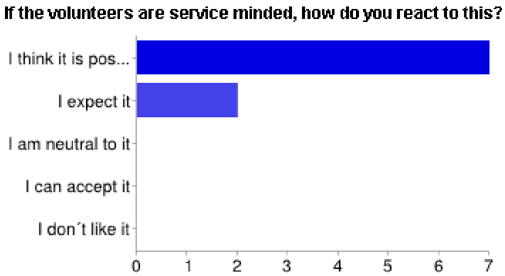


I think it is positive	0	0%
I expect it	2	22%
I am neutral to it	1	11%
I can accept it	2	22%
I don´t like it	4	44%

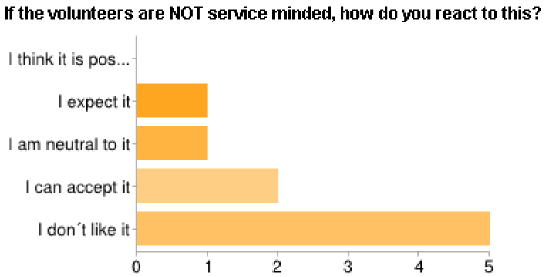
If the volunteers are well informed about the event, how do you react to this?

The positive question was answered with 6 positive, 2 expected and 1 neutral; while the negative question was answered with 4 don´t like, 2 "can accept", 1 neutral and 2 expected.

This points towards this issue being interpreted as an expected attribute, and that it should be considered a basic need in the Kano model.



I think it is positive	7	78%
I expect it	2	22%
I am neutral to it	0	0%
I can accept it	0	0%
I don´t like it	0	0%



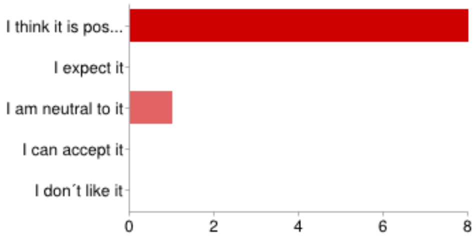
I think it is positive	0	0%
I expect it	1	11%
I am neutral to it	1	11%
I can accept it	2	22%
I don´t like it	5	56%

If the volunteers are service minded, how do you react to this?

The positive question was answered with 7 positive, 2 expected and 0 neutral; while the negative question was answered with 5 don´t like, 2 "can accept", 1 neutral and 1 expected.

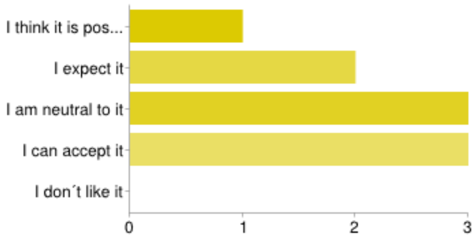
This points towards this issue being interpreted as an expected attribute, and that it should be considered a basic need in the Kano model.

If there are activities happening at a festival camping, how do you react to this?



I think it is positive	**8**	89%
I expect it	**0**	0%
I am neutral to it	**1**	11%
I can accept it	**0**	0%
I don´t like it	**0**	0%

If there are NO activities happening at a festival camping, how do you react to this?

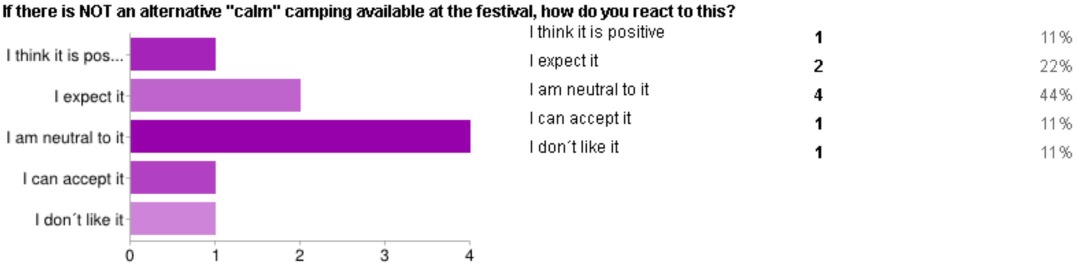


I think it is positive	**1**	11%
I expect it	**2**	22%
I am neutral to it	**3**	33%
I can accept it	**3**	33%
I don´t like it	**0**	0%

If there are activities happening at a festival camping, how do you react to this?

The positive question was answered with 8 positive, 0 expected and 1 neutral; while the negative question was answered with 0 don´t like, 3 “can accept”, 3 neutral, 2 expected and 1 positive.

This points towards this issue being interpreted as an attractive attribute, and that it should be considered an excitement need in the Kano model.

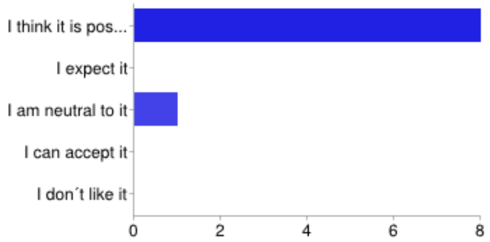


If there is an alternative "calm" camping available at the festival, how do you react to this?

The positive question was answered with 4 positive, 1 expected and 4 neutral; while the negative question was answered with 1 don´t like, 1 “can accept”, 4 neutral, 2 expected and 1 positive.

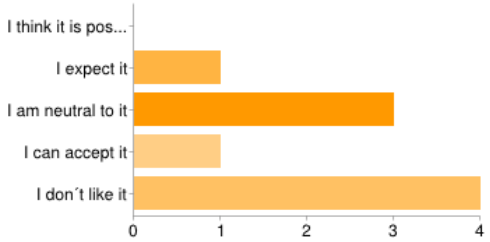
The answers for this question is unusually split, but still points it towards being a neutral attribute. This means that it should be considered a normal need in the Kano model.

If there is a good water drainage solution at a festival camping, how do you react to this?



I think it is positive	**8**	89%
I expect it	**0**	0%
I am neutral to it	**1**	11%
I can accept it	**0**	0%
I don´t like it	**0**	0%

If there is NOT a good water drainage solution at a festival camping, how do you react to this?



I think it is positive	**0**	0%
I expect it	**1**	11%
I am neutral to it	**3**	33%
I can accept it	**1**	11%
I don´t like it	**4**	44%

If there is a good water drainage solution at a festival camping, how do you react to this?

The positive question was answered with 8 positive, 0 expected and 1 neutral; while the negative question was answered with 4 don´t like, 1 “can accept”, 3 neutral and 1 expected.

This points towards this issue being interpreted as an attractive attribute, and that it should be considered an excitement need in the Kano model.

Appendix F: The non-disclosure contract

Sekretessavtal avseende examens-arbete

Avtal diarie nr:

§ 1 Bakgrund

Ett examensarbete, med titeln ”Managing customer value in temporary volunteer-based project organizations”, kommer att genomföras vid institutionen för Väg och Vatten, vid Chalmers tekniska universitet i Göteborg samt vid institutionen för the built and natural environment vid Northumbria University of Technology i Newcastle.

Examensarbetet utförs av Jonathan Wickman, vilken är att betrakta som en självständig, från universitetet fristående uppdragstagare, i förhållande till Peace and Love AB.

I samband med handledning och examination kommer uppgifter och annat material att ställas till Jonathan Wickmans förfogande för användning under detta specifika examensarbete. Detta material lämnas under de förutsättningar om sekretess som anges i detta avtal.

§ 2 Förutsättning

Det är mycket viktigt för Företaget att uppgifter och annat material som kommer att hanteras i examensarbetet inte sprids eller kommer andra till del utan kontroll.

Uppdraget att få tillgång till materialet för examensarbetet från Företaget, lämnas därför under förutsättning att uppgifter och material som inhämtas, används eller ingår i examensarbetet inte röjs eller hanteras av Chalmers tekniska högskola på annat sätt än vad som stadgas i detta avtal.

§ 3 Parter

Avtalsparter är Chalmers tekniska Högskola (CTH) med org. nr; 556479-5598 och Peace and Love AB med org. nr; 212000-2239, i fortsättningen kallade Parterna.

§ 4 Sekretess

Sekretess gäller för all information och material som hanteras inom uppdraget, som förvaras och kontrolleras av CTH och som kan sekretessbeläggas enligt Offentlighets – och Sekretess-lagen (2009:400).

Sekretess skall gälla för sådan information, från det att uppgiften eller materialet kommit CTH tillhanda eller blivit känd och 5 år efter det att examensarbetet avslutats eller färdig-ställts.

Som sekretessbelagd information anses dock inte uppgift, som blivit allmänt känd eller som erhållits rättmätigt från tredje person.

§ 5 Hantering

Sekretessbelagt material skall märkas med uppgift om att materialet är sekretessbelagt och förvaras på ett sådant sätt att sekretess säkras.

Om tredje person begär att få ta del av uppgift eller material som sekretessbelagts, skall programansvarig omedelbart kontakta Företaget och efterhöra företagets godkännande innan beslut fattas att lämna ut eller inte lämna ut begärd uppgift eller material.

§ 6 Publicering

Företaget är medvetet om att det är viktigt för Uppdragstagaren att kunna publicera examensarbetet, men detta får publiceras endast efter godkännande av Företaget.

Företaget skall skyndsamt hantera fråga om publicering och i samråd med uppdragstagaren komma överens om hur en publicering skall ske, och vilka delar av examensrapporten som eventuellt inte får publiceras för allmän tillgång.

§ 7 Avtalsperiod

Avtalet gäller from detta avtals påtecknande och under den tid som sekretessen gäller enligt § 4 ovan.

Samtliga som påtecknat detta avtal har fått en kopia av det undertecknade avtalet.