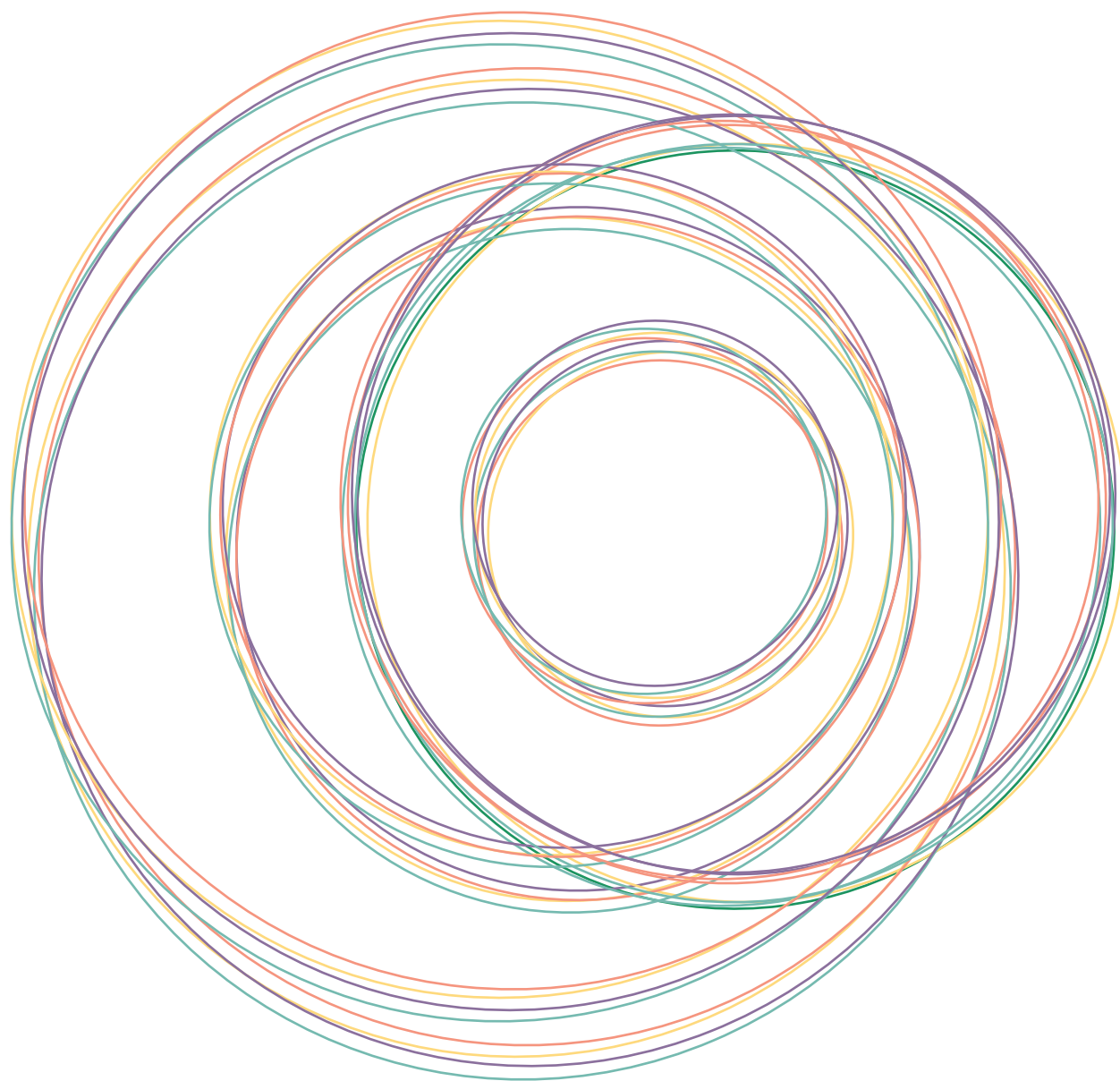




Westerdals



MARKETING PLAN

RESEARCH & ANALYSIS OF NORVEGR'S IDENTITY, POSITION, EVENT AND MARKET

DATE: 13/10/14

REVISION: E

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CLIENT

Norvegr is a Norwegian heritage duvet brand that works with the craft and care of traditions and high quality down. The exclusive brand is built around continuing an ancient Norwegian tradition of trading down with the royal and noble of Europe. A tradition that stems all the way back to the Viking ages.¹

“ *At Norvegr we continue to pursue the time-honoured tradition of creating superlative bedding for an exclusive, international clientele.*

— CLIENT WEBSITE

“ *Bringing ancient norwegian traditions into today's society*

— PRESS RELEASE SEPTEMBER 2014

> SITUATIONAL ANALYSIS

BRAND IDENTITY

The brand identity analysis is based on the 8 P's or pillars of luxury brand marketing defined by Rohit Arora.

PERFORMANCE

The brand relies heavily on the performance of their product and the quality of the down in their marketing. This is their main sales point.

PEDIGREE

The brand's sense of pedigree is best related to the heritage, the tradition and the Vikings. In the case of the Vikings they tell the story of Ottar the Viking on their website, but this does feel very fictional and therefore not very efficient. The brand should think about another narrative in their storytelling.

1 <http://norvegr.com/pages/story>

PAUCITY

The products that the brand sell is constrained by a natural paucity — by the materials being naturally scarce. Especially in the case of the eider down.

PERSONA

The brands current identity has a very *calm*, and almost *silent* feel to it — while at the same time feeling *majestic*. The white color is *natural* to the duvet, but it also adds a sense of *whitespace* (calm, exclusive) and *clean* feel. The words in most of their stories feels *almost as hand picked as the down*.

PUBLIC FIGURES

The brand does not, to our knowledge, front or use any public figures in their branding or advertising. They do however, as stated earlier, tell the story of the Viking Ottar on their website.

PLACEMENT

The brand exhibits little to none retail placement at the moment that we know of. They do have a contract with the Belmond hotel chain, but without having stayed there, it is difficult to say exactly how big of a part the Norvegr brand is to the Belmond customers' experience. It is safe to say that they don't do any heavy placement at the time being. It is possible to buy the duvets through the hotels.

Though the family company is relatively old, the brand Norvegr is a new addition to the business. It is safe to assume that the brand Norvegr has been created to partake in bigger markets. Our research shows that in 2012 Dry Creative Projects² was hired to develop a new communication platform with Norvegr's global launch.

PUBLIC RELATIONS

The brand is also very invisible in the PR spectrum of things. It is almost impossible to find any articles about the brand or their products online. It seems that of today, the brand has taken a new step in the PR direction by hiring Andrew Blyszak as their PR consultant in the international retail launch project.

PRICING

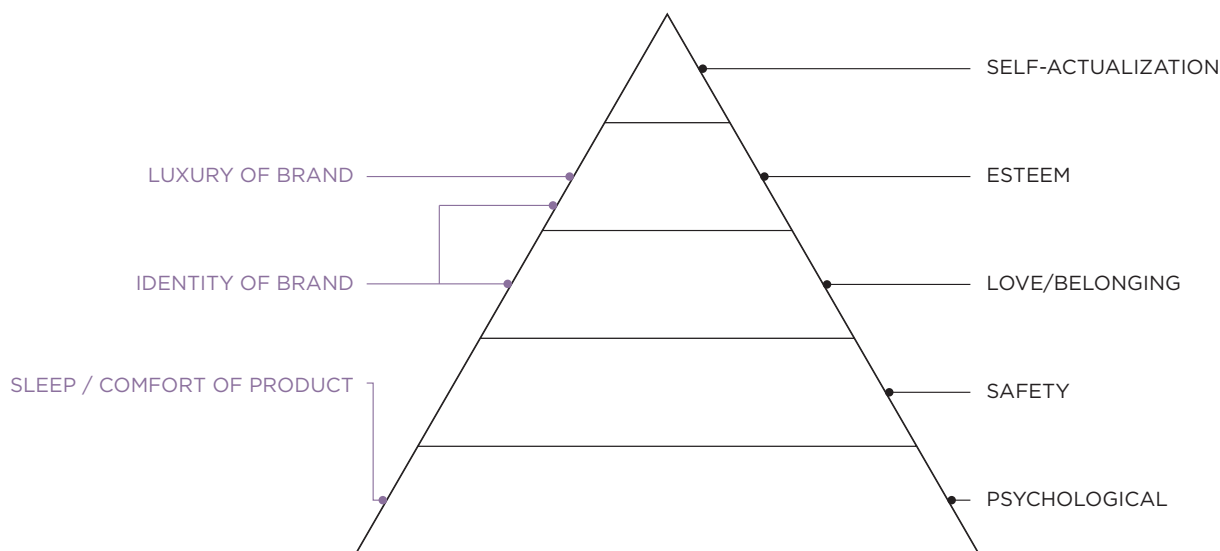
The duvets are, compared to its generic competitors, very expensive in numbers. The price tag might very well be justified by the quality of the product, but it would still appear as a big investment for the average consumer — and thereby positioning itself as a luxury priced product. Their normal range products (about 3000 NOK) is, as we understand it, of a higher

2 <http://www.drycreativeprojects.com/portfolio/norvegr/>

quality than their competitors in the same price range.

MASLOW'S HIERARCHY

When we look at the function of the brand's products in relation to Maslow's hierarchy of needs,³ we can see that the brand connects on three levels. First of all the brand's product is all about sleep, and enhancing the customer's quality of the *psychological* need; to sleep. Second, the customers want to belong, and be part of a group. We connect this with the need of *love/belonging*. Third, the brand connects with creating *esteem*, by being a luxurious product and brand.



FINANCIAL ANALYSIS

One interesting fact to take away is that our research show that the company either (1) does not sell very well or (2) that they make an extremely low profit of any sales, as their financials show a loss of -237 000 NOK in 2012.⁴

The first scenario does seem the likeliest as their current market does not seem huge and the fact that there is very little to no information or articles about either the company or their products online.

This research does not include 2013, as these numbers are not yet available online. We can't therefore say anything absolute about their current financial situation — and only speculate.

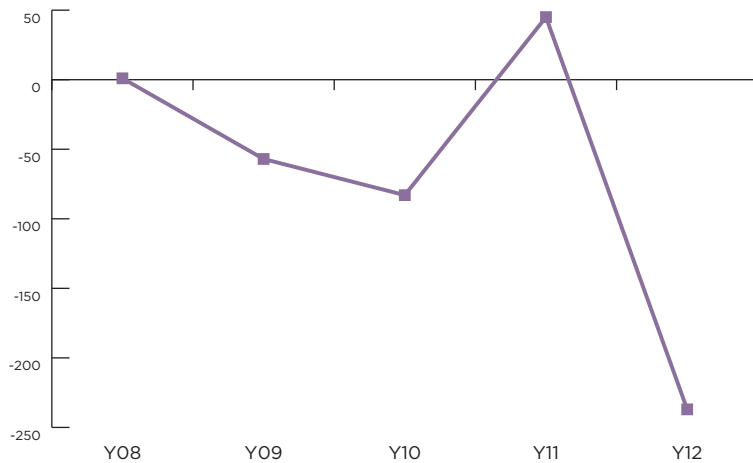
³ <http://www.edpsycinteractive.org/topics/conation/maslow.html>

⁴ <http://www.proff.no/selskap/norvegr-down-duvets-as/tiller/-/985184321/>

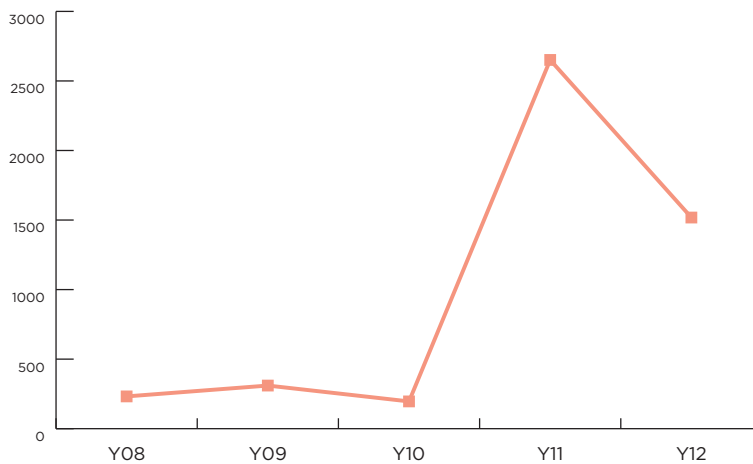
We are, at the time being, not certain about when the Belmond contract came into force, and which impact this has had on their situation.

It has come to our attention that today, the company is not the main income for the people involved.

YEARLY PRODUCT INCOME



YEARLY COMPANY PROFITS



PRODUCT ANALYSIS

Norvegr's duvet collection includes the following down material:

- Arctic White Goose/Duck (Standard Collection)
- Arctic White Goose (Classic Collection)
- Siberian White Snowgoose (Premium Collection)
- Norwegian Eiderdown (Limited Edition)

Very few brands make duvets with a 100% down filling. Other brands tend to use a varying share of feathers mixed into the filling to lower the price of the products, or to increase the margins, because feathers is much less expensive than down. Norvegr only use 100% down filling in all their products (except one particular size of pillow). Some brands however have 100% down filling in some of their duvets, however these usually is their premium products. In other words, Norvegr's collection starts where a lot of competing brands' collections peak.

Norvegr states eiderdown as the jewel in their collection. One main difference in the 'eiderdown market' is that about all other brands use eiderdown in their duvets from Icelandic or Canadian eiderdown. Norvegr further states that the Icelandic and Canadian eiderdown are inferior to Norwegian eiderdown. Norvegr describes the quality of Norwegian (Svalbard) down as very exclusive (app. 100 kg annual quantity), where the other (Canadian and Icelandic) holds an annual quantity relatively high (app. 3000 kg from Iceland and app. 1000 kg from Canada).⁵

The report "Nordisk ærfugldun - Kunnskapsutveksling mellom Norge, Island, Grønland og Færøyene" by Bioforsk states through their testing of the eider down that the down from Iceland has the best fill power and isolation.⁶ The Norwegian eider down has the best cohesion.⁷

The report draws the conclusion that there is a relation between fill power / isolation and down cohesion to how the down is rinsed. The down rinsed by machine is looser (have a lower cohesion rate) and therefore more air can exist between the down pearls, making the down more expanded with greater isolation. It's important to be aware of the fact that the methods for fill power testing and cohesion testing are not standardized.⁸

We would also take into account that the Norwegian down used in the tests are from Vega, and not from Svalbard. Still it is important to keep in mind that these test results exist and show a different conclusion to the matter than stated by Norvegr.

5 Appendix I

6 Appendix II, p. 38-41

7 Appendix II, p. 42-43

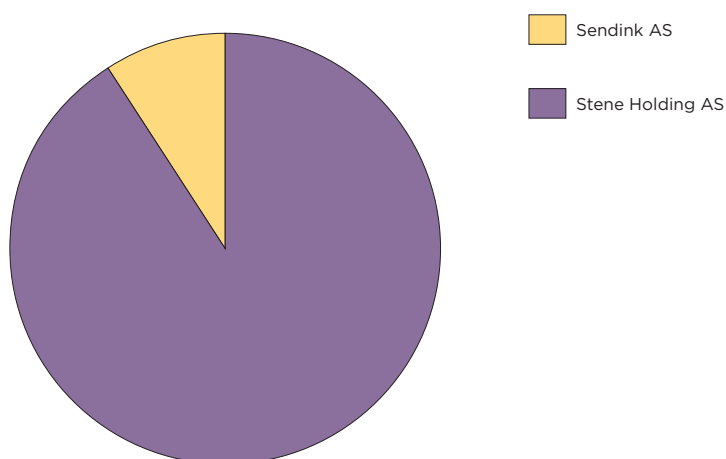
8 Appendix II, p. 43

ORGANIZATION

The organization consists of:⁹

- CEO Nils Henrik Endresen Stene (yob. 1986)
- Head of board Arild Stene (yob. 1951)
- Board member Anne Kristin Messel Endresen (yob. 1952)
- Board member Kristine Endresen Stene (yob. 1982)
- Board member Nils Henrik Endresen Stene (yob. 1986)
- Accountant Bdo AS
- Accountant AS Regnskap og Kontor

COMPANY SHAREHOLDERS



PEST

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> • Growing political focus on animal treatment • Growing political focus on environmental issues. • Political friction between countries 	<ul style="list-style-type: none"> • New financial crisis • Increased spending by consumers 	<ul style="list-style-type: none"> • Lifestyle trends • Growing market among quality conscious buyers. • International views on Norway and its cultural heritage 	<ul style="list-style-type: none"> • Down extraction and treatment technologies

SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Knowledge about old Norwegian tradition • Small organization • Defined Brand (PoD) • Longevity • Niche Market • Higher quality on the normal range products compared to competitors 	<ul style="list-style-type: none"> • Few platforms (www.norvegr.com) • Low income • Small firm • Unknown brand (Average people don't know about them)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • International stockist/retail market • Turnover: Wider customer group (But still within the Niche market) • Growing market among quality conscious buyers. • Growing political focus on animal treatment • Growing political focus on environmental issues. • Media coverage; Scandinavian exoticness • Increase in exclusivity • International views on Norway and its cultural heritage 	<ul style="list-style-type: none"> • Many competitors in the duvet-market • Financial Crisis • Cheaper products available • Production Chain - Can they supply a huge demand?

> MARKET ANALYSIS

There is no open statistics telling what sort of position Norvegr holds in the market. However, it is to be argued that Norvegr is operating within a field with many competitors. Warehouses such as IKEA, Jysk and Princess all produce their own duvets, however these are not aiming for a luxurious or heritage-minded target group. Some of these warehouses has also recently been accused of bad and unfair treatment of animals related to duvet production.

We are to presume that Norvegr's international launch campaign is of significant relevance to the company's penetration into the luxurious bedding market. Norvegr has provided us with the following upmarket department stores, and their stockists as essential for their upcoming launch:

- Harrods
- Selfridges
- Conran Shop
- Heal's

Within these department stores, search online has given us the following competitors within the duvet-selling market:

HARRODS

- Quilts of Denmark
- Harrods of London
- Brinkhaus

HEAL'S

- Heal's
- The Wool Room
- Brinkhaus
- Tempur
- Gingerlily

SELFRIDGES

- Brinkhaus
- Nimbus

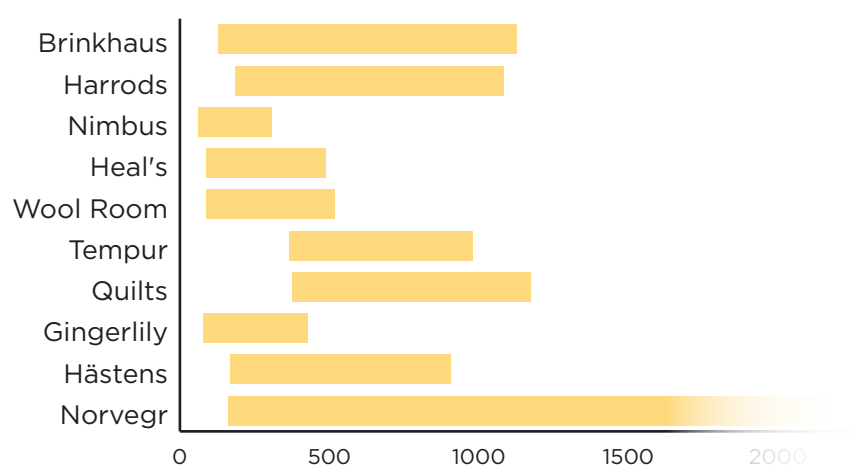
CONRAN SHOP

- Search online tells their not stocking duvets or bed pillows.

PRICE RANGE ON DUVETS

(approximate prices)

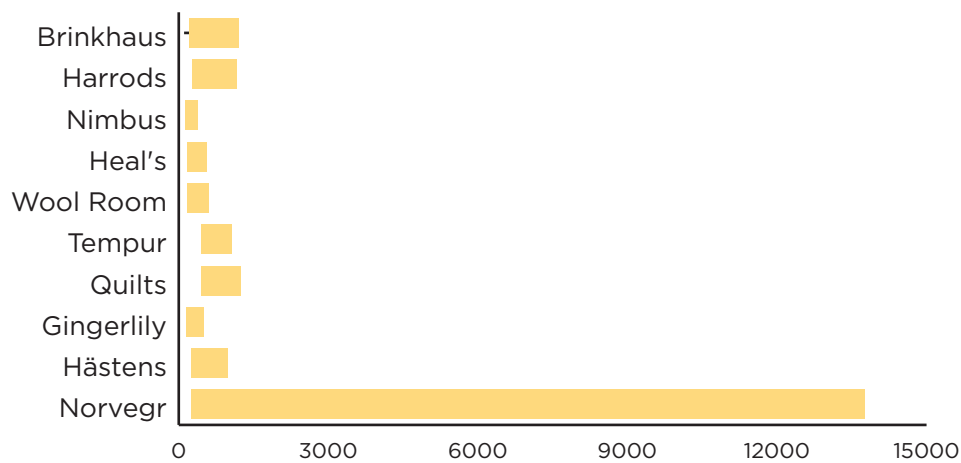
- | | | | |
|---------------------|------------|---------------------|---------------|
| • Brinkhaus | 100 - 999£ | • Tempur | 341 - 612£ |
| • Harrods of London | 159 - 899£ | • Quilts of Denmark | 349 - 799£ |
| • Nimbus | 35 - 245£ | • Gingerlily | 50 - 349£ |
| • Heal's | 60 - 400£ | • Hästens | 142 - 736£ |
| • The Wool Room | 60 - 430£ | • Norvegr | 134 - 13 516£ |



! The client has commented that the current graphs are misrepresentative as our competitor analysis doesn't include prices for eiderdown duvets from the competitors.

The client has commented that their eiderdown duvets is better in quality but actually cheaper than several of their competitors as they are the only one sourcing the down from Svalbard, and not Iceland.

These graphs are therefore no longer representative of the current situation in regards to Norvegr's competitors.



> KEY PARTNER ANALYSIS

In order to get a better grasp on the environment around the company and the brand, we looked into its key partners.

The following are key partners to Norvegr (and their roles):

- Belmond and Relais hotel chains

THE NORVEGR TEAM

- Aurora Aspen
- Andrew Blyszak
- P.A.R.T Associates

HOTELS

Norvegr is currently supplying two hotel chains with their duvets; The Belmond Hotel Chain and the french chain Relais & Châteaux.

“ *Norvegr provides exquisite down duvets and down pillows for guests of Belmond both at and on their way the world's most iconic destinations.* ”

— CLIENT WEBSITE

Norvegr can be found in the following Belmond Hotels:

EUROPE

- Belmond Le Manoir aux Quat'Saisons
- Belmond Grand-Hotel Europe

USA

- Belmond Inn at Perry Cabin
- Belmond Charleston Place

ASIA

- Belmond Governor's Residence
- Belmond Road to Mandalay

SOUTH AMERICA

- Belmond Hotel Monasterio
- Belmond Palazzo Nazarenas

AFRICA

- Savute Elephant Lodge
- Eagle Island Lodge
- Khwai River Lodge

> TARGET MARKET

As stated earlier, we do not know the client's position or share in its market. What we do know is their general aim and stated biggest customers groups at the time being:¹⁰

- Relais & Châteaux
- Belmond Hotel Chain
- Consumers 30+
- Quality conscious

> CLIENT PRODUCT/MARKET STRATEGY

In order to clarify the client's current plans and strategy, we have used Igor Ansoff's Product/Market matrix:¹¹

10 Appendix III

11 <http://www.quickmba.com/strategy/matrix/ansoff/>

	Present	New
Present	Market Penetration	Product Development
New	Market Development	Diversification

We can clearly see that the client is planning to develop into a new market with its business. The client is still operating with the same existing products as before, but pushing these into a new geo-, psycho- and demographic segments.

The client is prototyping a new travel bag for their duvets, but this product is not yet ready and it is therefore uncertain if we are going to promote this product.

We can therefore assume that the clients current strategy — that we are promoting — is in Ansoff's market development domain.

We have been told that the reasoning for this strategy is the fact that statistics shows; a brand has a better chance of developing in the Norwegian market if it has ground in the international market first.

> **KEY TAKE AWAYS**

These are the key take aways and findings from the client analysis:

- Norvegr is a brand built upon traditional technologies
- Norvegr has a clear identity and profile, communicating traits as calm, majestic, exclusive, silent and thorough
- Norvegr is to launch in an international market this upcoming autumn.
- Their desire is to reach out to high-end stockist and retailers, where they want to position themselves in a new market for a wider audience.

- For this launch Andrew Blyszak has been head hunted to do the press relations, Aurora Aspen and P.A.R.T is also a part of this team, and in addition to this Westerdals Oslo ACT has been contacted to arrange an event.
- The client's current strategy for competitor diversification and expansion is to penetrate into a new and international market
- It might be interesting to find a public person or figure to become an ambassador for the Norvegr brand
- Norvegr is currently available in two hotel chains; The Belond chain and Relais & Château
- Our research shows that — in the UK market — Norvegr will be in its own price range with products ranging between 134-13 516£ compared to its competitors(35-999£).
- In relation to Maslow's hierarchy of needs, the products connect on three levels; the psychological of sleep, the love/belonging of being part of a group and creating esteem by being an luxurious product.
- Norvegr is not the main income for the people involved.
- Norvegr is also a new addition to an old family company.
- Norvegr's collection starts where a lot of competing brands' collections peak. Even though some other brands have 100% down filling in their products, these are usually their premium products.
- We believe Norvegr's current strategy to be in Ansoff's market development domain.
- We believe the reason for Norvegr's current financial situation to be low product sales.

PROJECT

> CLIENT BRIEF TO WESTERDALS

Norvegr is looking for a visual and aesthetic event to take place in London between the 7-9th of October. Later reports states that Wednesday, the 8th of October suits the event — and target audience — best.

The event will be for select press and potential clients and will provide the audience with a visual experience of the brand. This will not be a direct sales pitch event, but a step into the brands history and visual presence.

One of the main task for this event is to create an experience that is visual and informative to the brand history and ethos, however it should not be site specific only. It would be ideal that the concept can be transferred and re-produced internationally if needed as outposts in Tokyo and New York.

> FEASIBILITY ANALYSIS

The customer has stated the following wanted outcomes for the project and event:

- A launch in a new international market.
- An event that give brand awareness
- Receive UK press coverage
- Receive International press coverage.
- Press as target audience
- Stockists as target audience
- A creative experience, including something visually that may travel to Tokyo and New York.

After running the wants (potentially outcomes) through the feasibility analysis, we've received the following answers:

It is not feasible to assume that our event alone would make it able to predict that Norvegr is to launch in a new international market. However, as statement two, brand awareness, the event has the potential of having great effect. With an increase in the awareness towards the brand, it is fair to assume that this would make it easier to launch in the new market. Actions to be taken is to do a proper research on the brand, and how they see themselves in the new market. By understanding so we will be able to do a clear communication from the brand to the target audience.

The feasibility analysis tells us that we may assume it is feasible we will be able (without the given resources) to get UK press coverage for the event. However it looks harder on reaching the International press coverage, as the event then would be of a greater and more unique value.

It is feasible to assume we may get both press and stockists in general to the event, however it is of relevance to state that without the given resources (Andrew Blyszak, Aurora Aspen, P.A.R.T. Associates) we probably wouldn't be able to track the target audience present to the event.

It is fair to assume that with the group members onboard it is feasible to create an experience that may be of a character to travel to Tokyo and New York, however to be able to this, research must be done on what characterizes Western and Eastern culture and the cultural understanding behind this.



The entire feasibility analysis available in Dropbox under Management/Plans.

> VISION & MISSION

With awareness of the situational analysis of the customer, the project team has established the following vision, mission and purpose.

VISION

Create an experience that will make the audience realize that Norvegr's products will give them the quality of sleep that they deserve and did not know was possible.

MISSION

Our event will show press, stockists and customers that Norvegr creates the most luxurious down duvets made on the knowledge of old Norwegian traditions. By doing so, we will prove to the audience that Norvegr's bedding is the only solution for quality and luxurious bedding desires.

PURPOSE

Our event will be an experience that clearly communicates Norvegr's brand to London's high-end retailers and customers. This will put the brand at the top of the London high-end retailers and customers' wish list.

> SITUATIONAL ANALYSIS

The project team is divided into one management group and one design group. The entire team however both have competence and experience from the entire field of management and designing events.

Management has divided the team into the following:

TITLE	NAME	E-MAIL
Project Manager	Einar Kristian Marsøe	einar-k@marsoe.com
Financial & Logistics Manager	Kristian Vikene	k_vikene@hotmail.com
PR & Sponsor Manager	Mette Alstad	mette.alstad@gmail.com
Production Manager	Eirik Eikås	eirikeikaas@me.com
Stakeholder & H&S Manager	Thea Peschel Kanstad	thea_kanstad@hotmail.com



The description of these roles is available in Dropbox under Management/Plans.

Design is to divide into roles after the selection of concept has been made, and we see what areas the project needs to focus on. A further Work Breakdown Structure (WBS) will be written for the projects role. This WBS will be attached as an appendix in a future revision.

TITLE	NAME	E-MAIL
	Agnes Aspen	agnes.aspen@gmail.com
	Aleksander Båtnes	aleksanderbatnes@me.com
	Andrea Finstad	julieandrea@hotmail.no
	Maria Telle Brendmoe	mariatelle@hotmail.com
	Olina Søyland Bru	olinabru@gmail.com

PEST

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> • Differing regulations between UK and Norway 	<ul style="list-style-type: none"> • Sponsors will heavily influence the project's financial situation 	<ul style="list-style-type: none"> • Lifestyle trends • Use of social media • Cultural differences between the UK and Norway 	<ul style="list-style-type: none"> • Fast, evolving and diverse media and online trends

SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good team; communicates well, with same vision/outcome. • Great key partners who knows the business and the London-scene. • Diverse and dynamic team. • Creative team with big network. 	<ul style="list-style-type: none"> • Not familiar with real team work yet - Early in the process. • Unfamiliar with the London-scene • Might be thinking too much from our own perspective. • New in the field of working with stakeholders. • School project
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Sponsorship • Media Coverage • Social trend: High usage of social media. 	<ul style="list-style-type: none"> • Unsatisfied stakeholders. • Differing regulations between UK and Norway • Cultural differences between the UK and Norway • Fast, evolving and diverse media and online trends

STAKEHOLDER ANALYSIS

The project is expected to hold many stakeholders, and we are developing a stakeholder analysis for knowing how to assure the best relationship between the stakeholder and the project. The stakeholder analysis will be added as appendix afterwards.

> MARKET OBJECTIVES

- The event shall provide the audience with the right PoD of Norvegr for its market.
- The event must clearly communicate its own PoD to attract and intrigue the audience.
- The event shall generate publicity for the brand through the social media platform Instagram. There shall be 50 new entries on Instagram about Norvegr through the event and the day after.
- The publicity from Instagram shall create 200 new followers for Norvegr's Instagram account within one week after the event.

> TARGET AUDIENCE

The project and event's target audience will follow that of the client itself, but also — and possibly more important — the project will aim at the press in order to generate publicity. It is also relevant to look into influential Londoners with the right mindset compared to Norvegr's values and invite these people to the event as well, as they can be part of creating a broader information spread and interest for Norvegr.

The client has described the following as important focus on target audience.

High-End Press (International):

- Nowness
- Monocle
- Times
- NY Times
- Wall Street Journal
- Financial Times

Buyers:

- Harrods of London
- Selfridges

- Conran Shop
- Heal's

> POINT OF DIFFERENCE

Research stated earlier has granted us the vision of what makes the point of difference for both the brand, product and audience.

BRAND

- Heritage
- Exclusive
- Exotic
- Expensive

PRODUCT

- Quality
- Longevity
- Warranty
- Best down

AUDIENCE

- An event about bedding
- Concept in general

> BUDGET

From Westerdals Oslo ACT, the project have been funded with 7 500 NOK. The Financial Manager have distributed this money into the following categories and prioritizations:

• Design	33%
• Logistics	17%
• HSE/risk	8%
• Venue	0%
• Catering	0%
• Technical	33%
• Internal overhead cost	8%

First of all, the Design have been appointed $\frac{1}{3}$ of the funds as this will be one of the most important aspects of the success rate of this project and event. And the same goes for the Technical aspects as these will most likely complement each other.

The logistics has been given 17% of the budget, as transport cost might get high, due to unknown distances, as we do not know the location yet.

HSE cost is also an unknown factor and have been given 8% of the budget, as a safety (possibly First Aid Kit, etc)

Venue and catering will most likely be a sponsor cost, so therefore it hasn't been prioritized in the budget. The Internal Overhead has been given 8% to cover auxiliary, diverse and unknown internal costs.

> GANTT-CHART

A Gantt-chart have been produced for the project.



The current revision is available in Dropbox under Management/Plans.

> KEY TAKE AWAYS

These are the key take aways from the project brief and internal analysis:

- Westerdals will be creating an event in which to create awareness around Norvegr and its international launch
- The management team has created a clear vision, mission and purpose for the project. All aspects of the event and concept should reflect these
- The SWOT analysis describes what internal perspectives the students should have in mind while in the project process
- The Market objectives and the Target audience will play important roles in the creation of the concept for the event

ACTION AND MONITORING STRATEGIES

In order to ensure follow-through on the project's mission objectives, the management team has put together a number of strategies. All of the items in the following lists are to be looked upon as project directives, and necessary to ensure the project's success.

> MARKET TO AUDIENCE STRATEGY

The following directives will ensure that the project engages and hits its target audience.

- The event need to have influential people on the guest list and make sure that they come to the event.

- The project shall focus on generating targeted publicity before, during and after the event.
- The event must connect with both Norvegr's and the target audience's identity.
- The venue of the event must reflect the values of both Norvegr and the target audience, either by venue itself or by the use of scenography.
- The documentation of the event need to be of high standard and reflect the brand identity and encapsulate the atmosphere
- The documentation of the process leading up to the event need to be of high standard

> OBJECTIVE MONITORING STRATEGY

The following directives will ensure that the final event meets its mission objectives.

- The concept development process shall reflect Norvegr's PoD
- Objective monitoring will be a central part of all production meetings.
- Ensure that the concept includes instagram as the primary social media channel
- The concept shall include and implement a hashtag of its own as well as tagging images with @norvegr_official
- The event must have a name that can be used as a hashtag
- The management team shall ensure tools for gathering and measuring press/social media activity and statistics
- The management team shall research different strategies for surveying the event audience in an unobtrusive manner

> PROCESS STRATEGY

By following the stated process strategy directives the project is ensured that everyone will communicate on the right platform, and in an efficient way.

PODIO

- All project online team communication goes through Podio.
- Everyone shall be updated on what happens on Podio at all time. We expect all team members to check Podio *at least* twice a day, once in the morning and once in the afternoon/evening.
- All team members shall add "not-here's".
- All team members shall RSVP to meetings on Podio.

PRODUCTION MEETINGS

- All members shall come prepared to production meetings. This means that everyone has read and understood the agenda.
- If topics are to be added to the agenda this shall happen in the Podio meeting agenda under "AOB".

- All team members shall read the minutes after meetings to either agree or add any important information.

PRODUCTION PLAN

- All team members are to follow the production plan.
- All team members are to add comments to their fields/aspects of the plan.

GREENLIGHT MEETINGS

- We need to define our expectations for the meetings.
- We need to define our expected outcomes for the meetings — and expected resolutions/answers.

DAILY MEETINGS

For a good flow with the project, we will schedule meetings between Management and Design at the following time each day:

- Start-up meeting: 0900-0915
- Pre-lunch meeting: 1100-1130
- Midday meeting: 1400-1430

Everyone is expected to show up 5 minutes ahead of each meeting.

> TEAM ENGAGEMENT STRATEGY

By following the team engagement strategy the project will be lead in a way that all team members are engaged through the entire process. Everyone shall always keep in mind the team contract and marketing plan.

ENGAGEMENT

Make sure that the time spent on the project feels engaging:

- Try to place people in work situations/give tasks that they find interesting.
- Make sure to have things like fruits, nuts, coffee/tea to keep energy up and make work a bit more cozy.
- Listen to each other and take peoples opinions seriously.
- We shall compliment each other (when you have been doing a good job).
- Keep the workspace tidy and clean.
- Breaks are also important. We shall schedule in breaks throughout the day.
- When in break mode – everything is allowed.

PROGRESSION

- Always have an updated Gantt-chart, and make sure it's understandable.
- Take discussion while they are fresh to ensure differences are not following the path forward.
- Be efficient in meetings and while working with different task - know when people have to be around and when they don't.
- To make sure the workflow doesn't stagnate: let the team know as early as possible if complicated tasks/issues arise so it can be solved.

FOLLOW-UP

- All team members shall follow the Gantt-chart.
- All project plans shall be based upon the Gantt-chart.
- Production meetings shall always have scheduled time for overview status and feedback (approximately 5 minutes per group).
- Each group shall be prepared for the overview status so that we do not use too much time on this.

APPENDIX & ATTACHMENTS

(A) Mail from Norvegr

ATTACHMENTS/MAILCOMMUNICATION.PDF

(B) Bioforsk

ATTACHMENTS/BIOFORSK.PDF

(C) Client brief

ATTACHMENTS/CLIENT BRIEF.PDF

REVISION CHANGELOG

REVISION E

- Added Signe's TOC

REVISION D

- Added two items under Objective Monitoring Strategy
- Corrected the competitor analysis reflecting comments from the client
- Added Feasibility section to reflect the analysis
- Added section regarding project budget
- A section about the Gantt-chart have been added
- A prargraph style for Dropbox-links has been added

REVISION C

- Initial finalized version

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