

Hungry

Kristiina Havas & Kristiina Adamsson

For Finland!

Researching and analyzing FOOD&TOURISM in Finland: best practices and tools

Food

as an essential and
memorable part of

tourism
experience
in Finland!

eat local

eat slow

eat pure

eat wild

Summary of the first part of the FOOD&TOURISM project, 2012-2013

FOREWORD

Finnish food tourism is versatile. It can be having a dinner in the restaurant which food product and entity is based on locality and stories, a meal at someone's home, preparing Finnish dishes with an expert, picking up different forest products, natural ingredients, eating in the nature by the fire, different routes and events related to food tourism, special shops like wineries, small breweries, e.g. specialized in cheeses etc. Food tourism products are characterized by involvement, participation and action. The tourist is given a chance to learn something which helps to generate a memorable experience.

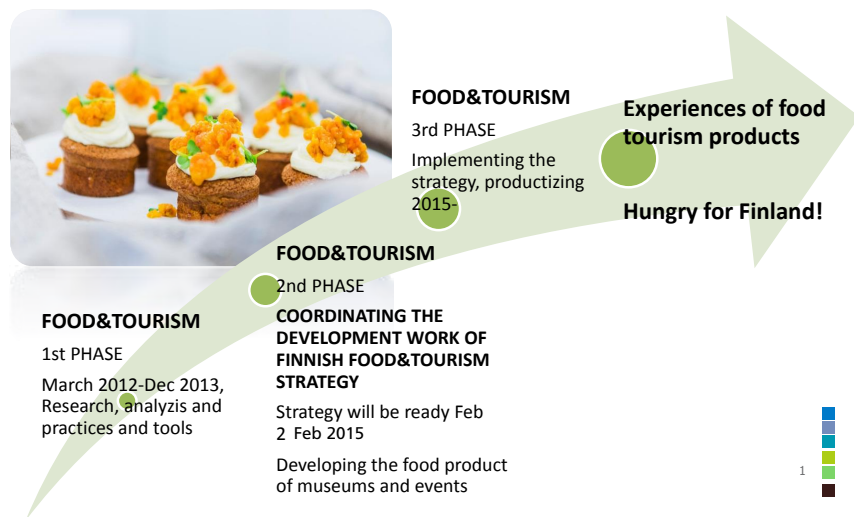
What has been done?

This publication is a short summary of the first phase of the FOOD&TOURISM project in Finland financed by Ministry of Agriculture and Forest and Haaga-Helia University of Applied Sciences. In the first part of the project, 14 case companies (see appendix 3) were visited and best practices researched during the years 2012-2013. Over 200 students participated and were given a valuable opportunity to learn in real-life cases and carrying out their thesis studies. The aim of the first phase was to create tangible, useful tools for tourism entrepreneurs with the help of a semi-scientific approach. The development curve of the food tourism in Finland is presented on the right hand side.



What is the big picture?

FOOD&TOURISM development curve



The work still goes on!

With the help of the research phase, the first FOOD&TOURISM strategy for Finland is built in co-operation with several operators in May 2014- Jan 2015. The strategy is coordinated by Haaga-Helia University of Applied Sciences and the assignment was commissioned by Visit Finland and the Ministry of Agriculture and Forest. The aims are to build active national networks, define the roles of operators and have shared common goals for the future, develop food tourism with the help of best products, to communicate widely to all participants, operators and customers about our core products and processes. Among strategy work Haaga-Helia University of Applied Sciences organizes national FOOD&TOURISM competition. The result will be the success of different operators and businesses and win-win

co-operation. In the end the competitiveness of Finnish tourism Industry increases.

The next step in the FOOD&TOURISM project is to introduce and familiarize Finnish FOOD&TOURISM strategy, especially to tourism operators working in the field. It means workshops in each region of Finland during the years 2015-2017. At the same time we will be developing the food product of Finnish museums and events with Finnish Museums Association and Finland Festivals organization.

We are enthusiastic to help and encourage Finnish tourism Industry to develop the rising niche: Food tourism!

18 th of Jan 2015, Helsinki, Finland
Kristiina Havas ja Kristiina Adamsson

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What we Finns have grown accustomed to, is usually a exotic and new experience to tourists.

Finland's brand

(woman, Russia)

What are these?
Cherries?

(man, Spain)



Looks like they
are just picked.

(woman, France)

Brisk, sweet and
sour together

(woman, Italy)

Oh, grapes, of
course, I like
these

(man, India)



"Finland is a country with a beautiful nature, which warmly invites guests to relax in a clean and pure environment-silent."

(Friederike, Germany)

"Something very special, something very different, country of melodic language."

(Josefa, Spain)"

"Finnish food is all about too much coffee." (Jessica, Belgium)

"Finnish Food is "muy "fresh. Doesn't madder if it is in a canteen or a restaurant."

(Silvia, Austria)

"Finland is no-nonsense. What you see is what you feel."

(Emilie-France)

"Finnish Food: Promote local flavours with a global focus."

(Helene, Netherlands)

"Finland: cozy country and wonderful nature!"

(Sofia, Portugal)

"Gentle, friendly people: "they have in their heart what we have in the sky."

(Catherine, Denmark)

" Suomi is a very quiet place but extremely clean & full of nature."

(Sarah, London)

"Great friendly and beautiful country with excellent food."

(Jennifer-Switzerland)

"Finnish Food, fresh and local, from your own Finnish seas, water, forests, -no-nonsense."

(Els -Netherlands)

"Finnish food. As natural and diverse. As the people and the land."

(Chris-England)

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FOOD&TOURISM Day 1st of Nov 2013 and the students of Haaga-Helia University of Applied Sciences serving welcome drinks.

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More information www.kopiosto.fi.

Publisher: HAAGA-HELIA University of Applied Sciences 2015

ISBN: 978-952-6619-63-7

Photos

Adamsson Kristiina: 13b, 13c, 16a, 23b, 42
 Dreamstime: Cover page, 23c, 23e, 23g, 36, 40
 Ekman, Kim, Vision 51: Foreword, 8, 9, 11, 14, 15, 20b, 21a, 24, 25, 28, 29, 33
 FemEmare: 13a
 Flickr: 38c
 Havas Kristiina: Contents, 12, 16b, 17, 18b, 20a, 21b, 30, 31, 32, 38b, 38d, 38e, 38f
 Kuvatoimisto Pixmac: 3, 5, 26
 Lalu Tommi: End cover
 Restaurant Krapihovi: 23a, 23d, 23f, 36a, 36b, 36c, 36d, 38a, Varley Damian: 18a
 Visit Finland, Finpro: 35a, 35b

Looks good, but the presentation is a bit weird.

(female, Germany)

What a great dish!

(male, Spain)

Lovely! Very nice after dinner.

(female, China)

Building great experiences for food tourism

The significance of food in a tourism experience is growing fast. Food is a trend both at home and on the road. More and more tourists look for food experiences on their trips – food can even play a part in determining the destination. Of course it does not matter equally to all: there are fanatics, those who could not care less and everything in between. Food and local culture should be strongly intertwined.

Strongly differentiated food and drinks make up the profile of the destination. The food of the travel destination can be tasted in advance at home and enjoyed after the trip while reminiscing the trip. In memorable places the customer can take part in the story by joining in to the obtaining of the food (fishing, mushroom hunting, berry-picking, harvesting potatoes), cooking and modifying the recipe. Local food, home-cooked food

and authenticity are qualities desired by the consumers.

As an opposing force to the world driven by technology, there is a 'back to basics' ideology in the background. Food produced in Finland is one of the cleanest in Europe. Of the marketing themes produced to support the brand of Finland as a tourism country, the Cultural Beat theme includes also the Finnish

way of life and food culture. Connecting the food firmly to local producers, stories and the local culture brings interest in the destination and builds a stronger profile for it.

These things also support tourism marketing. The significance of food in tourism is at its best a distinctive and memorable experience.

In tourism marketing Finland belongs to Scandinavia, which encloses a lot of positive mental images around the world – food being one as well. We can thus benefit from our Scandinavian image and New Nordic Kitchen mentality, yet we have to preserve our originality.¹

OECD specifies five different ways for food to stand as the foundation for development of local tourism: food connects the local culture and the tourist and strengthens the local culture. Food tourism helps to develop food producing and the economy associated with it, and a distinctive food culture differentiates one from the competitors. Food is also a great basis for memorable travel products.

FOOD&TOURISM project's (Food as a part in tourism – good practices in food and travel companies) aim is to make food a memorable part of tourism in Finland. The world's tourism sector has raised food as one of the most interesting trends in tourism. Food should be made a strong, appealing and memorable theme in tourism in Finland as well. The competitiveness of tourism in Finland is strengthened by developmental operations. The tourism export value of Finland was 4.2 billion euros in 2012 with the growth of 4.9 %. The foodstuffs export value was 1.4 million euro, the growth being 6 %.

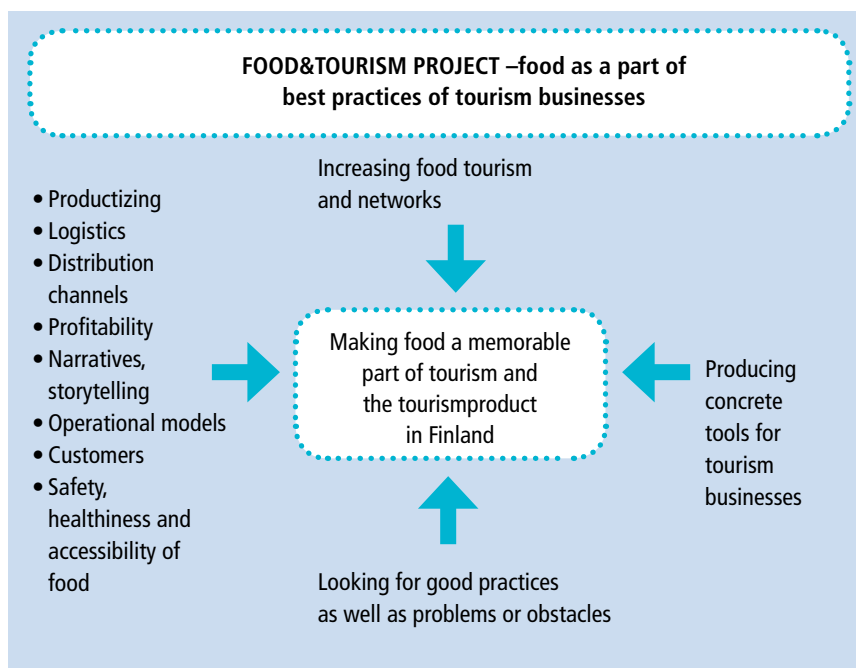


¹ New Nordic Kitchen promotes Nordic cooperation. It has a unique Nordic identity and it has already been noticed internationally. Its aim is to be one of the unique food cultures in the world. New Nordic Kitchen highlights local food, sensible organic food and sustainable development.



The project is intended for tourism activities outside urban areas. The project is financed by the Ministry of Agriculture and Forestry and Haaga-Helia University of Applied Sciences. The project involves close cooperation with the Theme Group on Tourism and the Food Finland Theme Group, which have prepared the project in seminars and workshops.

In the project, which is coordinated by Haaga-Helia University of Applied Sciences, 14 tourism companies (appendix 3) have been analyzed and models have been brought up to develop food and tourism products. The company representatives were interviewed and the company operations observed. The products and processes of the case companies were analysed and the results used to model good practices and design development models, new tools and product recommendations for the use of companies and developers.



FOOD&TOURISM project and its goals in a nutshell²

The project has had a broad cooperative network and a steering group (appendix 2) formed of different parties in the tourism and food sectors.

Project cooperative partners

The tourism, culinary and hospitality management students of the Haaga unit of Haaga-Helia University of Applied Sciences participated as interns, on field trips, course projects and as bachelor's thesis writers (17). The actions of the FOOD&TOURISM project have attracted great interest and enthusiasm among the students. Over 200 Haaga unit students have participated in the project.

The main goal was to produce good practices and models for the companies and developers to use in developing food tourism. These models and practices focus on for example networks and distribution channels, logistics, productising and profitability. The project involved looking for solutions for problematic areas in food tourism.

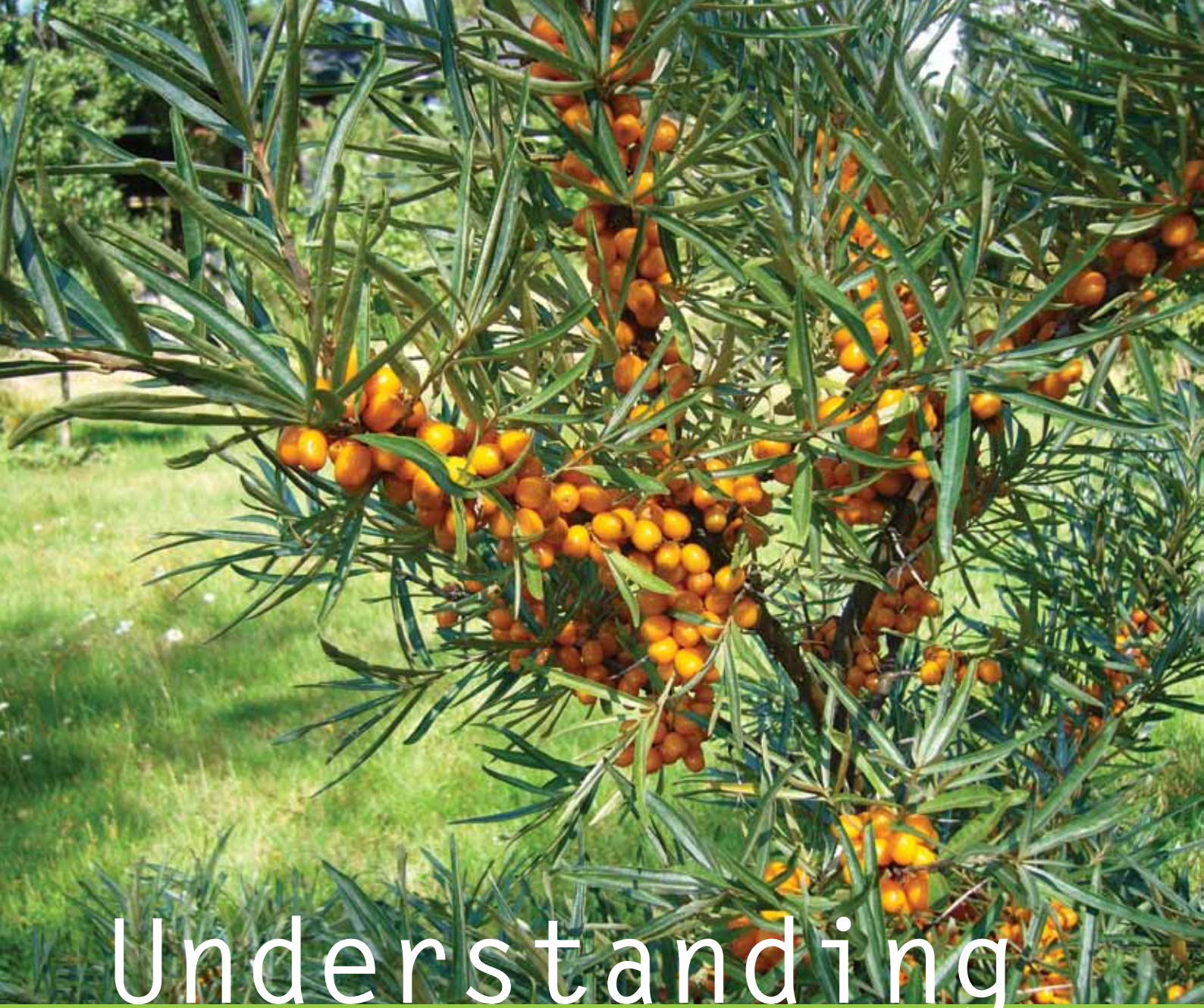


² www.ruokajamatkailu.fi



The phases of 1st part of FOOD&TOURISM project





Understanding the customer

- clarify your target group
and its needs



Building and planning a memorable food tourism product starts from understanding the customer. Traditionally a product is planned utilizing the existing resources of the company. Development is very production-oriented, but there is increasingly better understanding of customer-oriented product and service development.

- The traditional expert view of service development: We know, what the customer wants.
- The service design view of service development: We do not know, what the customer wants, before we try it out.

Increasing and clarifying customer understanding

Increasing and clarifying customer understanding is an essential starting point for service design. Information retrieval for understanding the customer can be done by research and observation. First research, then design. The student theses for the project have examined especially the views of foreign

customers, the expectations for and images of Finnish food. This arises from the need for more researched information on them.

The customer view and business view are combined in service design. The balance of customer experience and service production is paramount. Customer value is crucial! A company has its own goals and resources. Understanding the customers and their needs should lead the design.

The service design process:
understanding
and clarifying
-> planning and
experimenting
-> evaluation

Customer

- Understanding the customer: who is our customer? The challenges of productising, promises
- What do they want? Ask, have them participate and surprise
- Having the customer participate on different levels
- Managing the big picture, a planned path for the customer, local networks, the whole palette
- Increasing the understanding of food among children and youth

Customer views

The expectations and opinions of foreign tourists on Finnish food

The Finnish Tourism Board (1st of Jan 2015 Visit Finland, Finpro) has defined so-called modern humanists as the target group of its marketing operations. Attitudes and

values that define this group are interest and openness towards foreign cultures and new experiences and caring for the future society and for the world in general. A detailed survey was conducted to shed light on this target group's motives in tourism. The survey gave answers regarding the travelling behaviour of modern humanists and their attitude towards Finland as a travel destination. According to the survey food has a significant role for travelling modern humanists. Elements of a nice holiday for this target group are first of all great scenery

(49 %) and interesting experiences and sights, but interesting local food culture was mentioned already as the sixth element (38 %).

Getting to know the local food culture was found particularly important: it was mentioned as the fourth most important element in a cultural holiday (53 % of participants). Food also rose to the vanguard among desired experiences from Finland. 51 % of participants hoped to get to taste the best of Finnish cuisine.³

3 Finnish Tourism Board 2012. Modern humanists and their traveling to Finland.

Double Salmon Sandwich prepared by student Noora Eskola







Picture is taken in Punkaharju State Hotel

From these (fried vendace fish and salmon) I see, that they are not from a luxury restaurant, but seem handmade and originating from your countryside.

(woman, Russia)

I choose fried vendace, because it's similar food as to what we have in India.

(man, India)

Summary – This is how they think⁴

Finnish food is not very visible in the travel marketing materials, which makes Finnish food culture very poorly known with the foreigners. In spite of the invisibility – or just because of it – the exotic and different Finnish food raises interest throughout the world.

Finnish food to foreigner's eyes is high quality, healthy, safe, fresh, authentic and traditional. Finnish food is tasty, but with neutral flavors. It is experienced that the food is based on locality and small farm products. The tourists indeed do want to taste authentic and basic Finnish cuisine especially from local ingredients, and rather do that in casual restaurants, market places or fairs, restaurants that local people favor, or just sample plain home cooking. Fast food or theme restaurants and surprisingly also traditional Finnish kitchen representatives



⁴ Gathered by Iina Laine. The summary has been taken from the theses of Ville Tillgren, Petra Pusa and Iina Laine. The theses had 164 tourist respondents representing 31 nationalities.

and organic restaurants do not attract tourists that much. The only obstacle to enjoying the local and pure Finnish cuisine can be the high prices. The majority of tourists are ready to spend 50 - 100 euros per day on eating and 0 - 50 euros per day on groceries.

Finnish food culture, in foreigners' eyes, is based on Finnish nature and the ingredients it provides. Tourists, who never even have had any Finnish food, can easily list reindeer, fish and berries to be eaten in Finland. In fact at a Finnish buffet, sautéed reindeer can appear very uninviting, fried vendace disgusting and blueberries cause confusion. Food has to taste good, but it also has to look inviting. Curiosity

towards Finnish ingredients and flavours disappear if the food looks too different to what you are used to. Tourists want to be surprised, but a certain familiarity and comfort has to be retained. Even when hunting for difference, tourists want to be certain that they know what they are eating.

Based on appearance, Finnish food is mostly identifiable for tourists: it looks interesting and is different (positive thinking). The food ends up on the tourist's plate if it's well displayed and the first impression whets the appetite. The significance of presentation is emphasized at a buffet, which, as a service method, is usually strange for tourists. A buffet table and

self-service can give a message of bad service and a busy personnel. If the food and method of service is explained for the tourist, it will clear up the doubt and the ease the way.

The real Finnish food with all the local specialities will be familiar to a tourist only after several visits to Finland. Reindeer, fish and berries are known to inexperienced tourists via marketing materials, but the special products, like the carelian pasty, Easter pudding and bread cheese are known from one's own experiences and by stories of acquaintances. One cannot learn the Finnish food service, its peculiarity and uniqueness from marketing materials, but by travelling to Finland several times.

Surely quite
traditional,
I think.

(woman, Sweden)

I want
to taste!

(woman, China)

Heavy
to eat.

(man, Spain)

Seems exotic
and quite
interesting.

(man, Britain)

Tools to customer understanding

Customer profiles that are created with the help of observation and research are used as a tool for service design. A traveller profile describes behaviour in a certain situation. One person, during their life, can mirror several different behaviour models or profiles.

Here is an example of a definition of a Japanese customer profile:

Last year the biggest tourist groups have been young and over 60 year old women⁵. Few important features for Japanese culture:

- Harmony and tranquility
- Hospitality
- Customers' needs are tended without them having to ask
- Food is the main focus and the essential part of the life of the Japanese
- Preferred food is fish
- In food service and surroundings the most important things are clarity, aesthetics and presentation
- Tourists: Japanese young women, group of 4
- University students, age 25-28 years
- Travelling only to Finland, summertime, destination Helsinki and vicinity. They are staying for a week.



Kazuko Sato, Reiko Suzuki, Yoko Takahasi, Nao Tanaka

- Motives to come to Finland are food, Finnish lifestyle and nature
- The origin of food is interesting to them
- They are interested in Finnish design, young designers at Design District. For example Marimekko, Iittala and Samuji are brands they like.
- Other Finnish things they know are modern dance and wood construction

⁵ Saraste, Matkailusilmä magazine 3/2013.



Exercise:

Exercise:

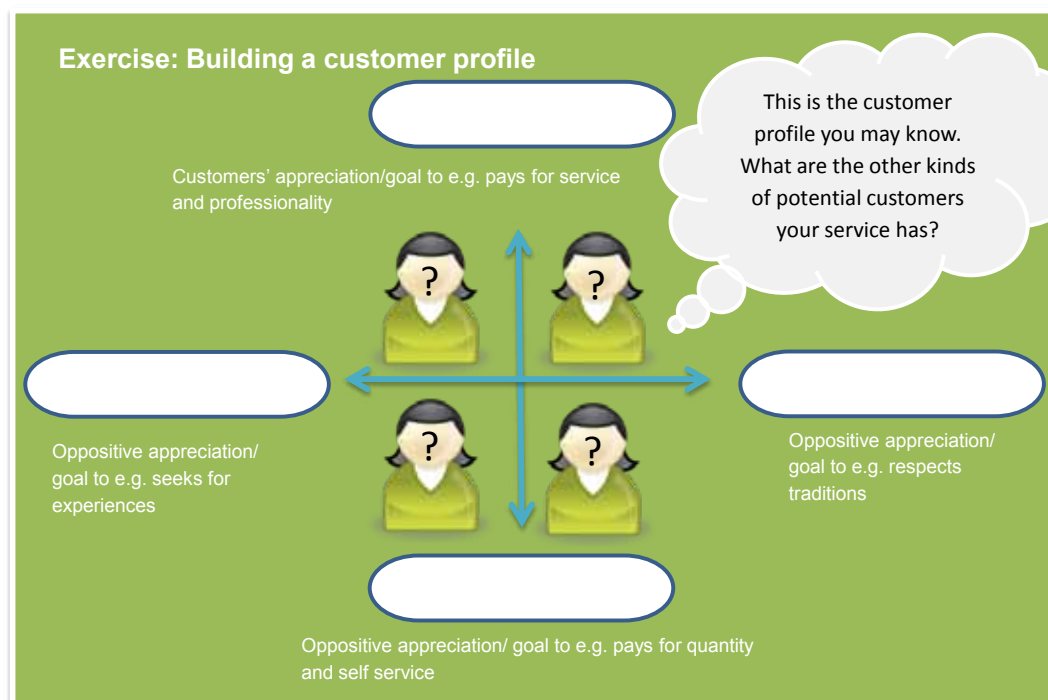
In search of the dream customer

What kinds of things could your company's new service product include?
Write your ideas quickly on post-it notes.

- One writes, the other throw ideas in the air
- Stick the post-it's to a paper
- Time 15 minutes

Spend a minute to discuss what kind of customer was in your mind
when the ideas came?

Palmu Inc, Service Design Workshop 26th of Nov 2012



Palmu Inc, Service Design Workshop 26th of Nov 2012

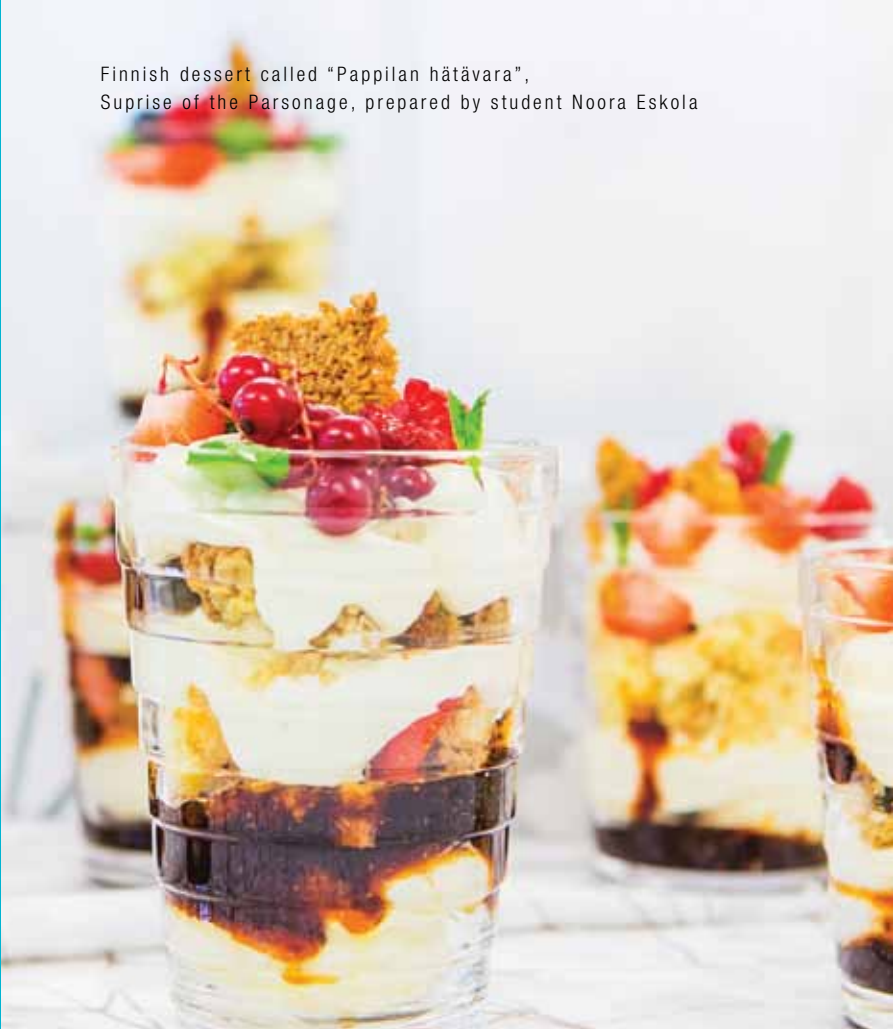


Picture is taken at Lomamokkila

Food products enjoyed by foreign tourists while visiting Finland⁶

- Reindeer
- Carelian pasty
- Salmon
- Smoked Salmon
- Fish
- Vendace
- Meat balls
- Potato
- Blueberry Pie
- False Morel
- Rye Pudding (Mämmi)
- Finnish Squeaky Cheese
- Rhubarb
- Liquorice
- Coffee
- Reindeer Soup
- Herring
- Sweats
- Bun
- Bread
- Crispy Bread
- Liver Casserole
- Pea Soup

Finnish dessert called "Pappilan hätävara",
Suprise of the Parsonage, prepared by student Noora Eskola



Words that describes
Finnish food culture⁶

- Natural
- Pure
- Simple
- Versatile
- Expensive
- Fish
- Traditional
- Delicious
- Healthy
- Unusual
- Young
- Crazy
- Safe
- Authentic
- Quality
- Poor
- Fresh
- Honest
- Unknown
- Home made
- Lovable
- Minimalistic
- Tasteless
- Discreet

White Chocolate Berry Pie baked by student Noora Eskola



6 Iina Laine 2013,
Boosting food tourism with protected agricultural products! – Using EU certification
schemes to develop Finnish food tourism, Thesis.



Development you can implement in a week

Development does not always have to be groundbreaking or dramatic. You can also proceed in small steps. In the service design workshop that the project had, they brainstormed simple development ideas, which could be implemented in a week, for three case companies. One case company was perceived to have challenges at arrival. The yard area and the location by the lake

were beautiful and idyllic. And the drive through a forest when arriving matched the company image. But the parking lot on a slope was quite rugged. So the first impression of the company is not flattering, and does not give you a wow-experience or set the right mood. This was caused by the parking lot having an old shed and a garage on it, and it was a sand lot. The

problem was solved as follows: Customers coming by bus are driven to the parking lot so that they are facing the restaurant and forest, and not the buildings mentioned. The bus covers them up. When it is dark, the focal point is made out of the old spruce trees by lighting them up. In addition some outdoor fire candles can be used. Very cost effective.

Exercise: Planning of a mini experiment

Name of the experiment

What resources and actions are needed?

To whom is the experiment is targeted (Target group)?

What do you expect will happen?

What problem needs to be solved?

How does it work (description of the experiment)?

What did you learn (Facilitation needed and/or possible obstacles)

How do you measure participation?

What next?

Exercise:

The defining of the service product continues with the help of service path/customer journey

Service path is back-to-back moments in the timeline that follow each other depending on the choices of the customer and the processes of service provider. Service moment is a moment of time, where the interaction happens between the customer and service provider. The customer collects knowledge, aware and non-aware, at these contact points during the service moments. Surroundings, objects, operation models and people produce perceptions. Contact points significantly build the service brand.

Exercise:

Exercise:

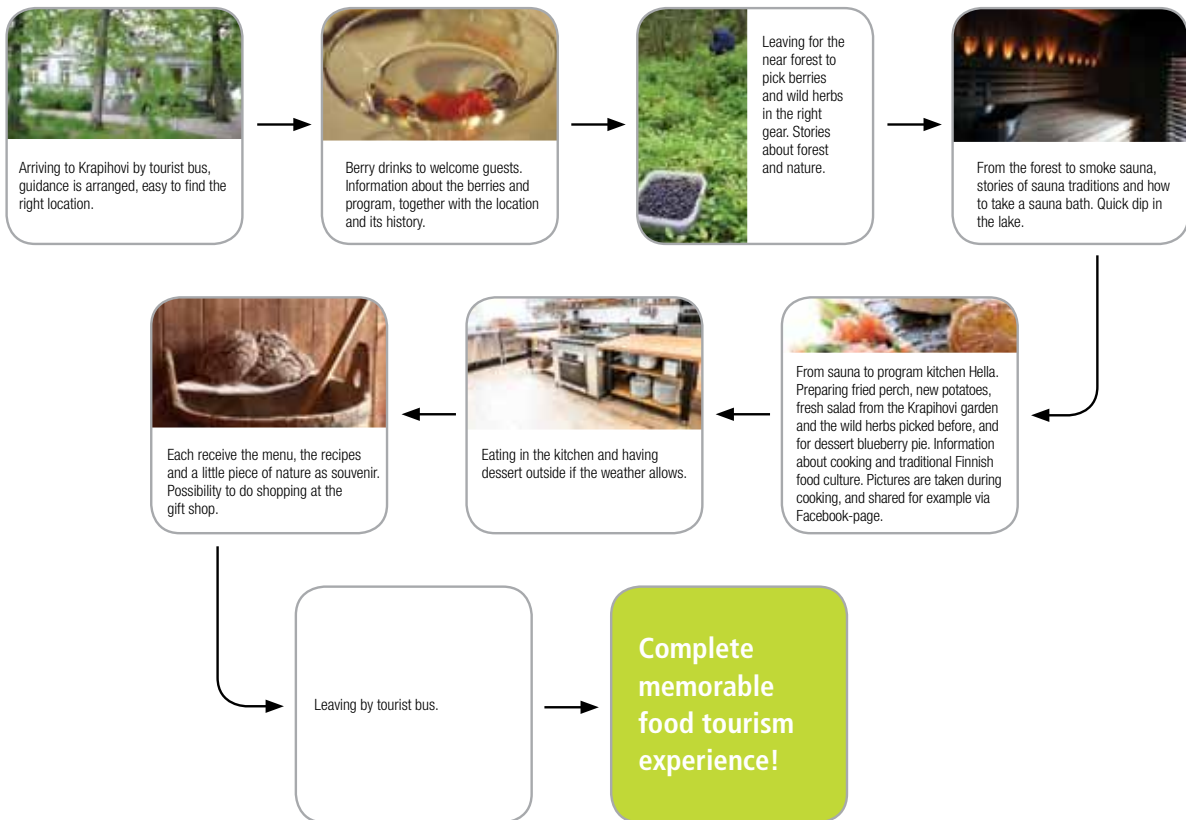
Draw the service route of the customers

- Begin when they arrive: How do they arrive with and where to?
- What happens before service, during and after?
- Use your ideas as starting points
- Write one point/post-it and stick them on to a logical route
- When does the service take place?
- Duration?
- Think also what happens in between service moments?
- Write down ideas
- Time for exercise 30 minutes

Palmu Inc, Service Design Workshop 26th of Nov 2012

Imaginary service path at Krapihovi, Japanese young females as customers

(For the complete memorable food tourism model, please see the final chapter of this publication, pages 32-40)





Productizing

- Remember the experience elements

The customer's path can be made into the form of a story by as a narrative sequence of events using dramaturgy. A story or stories can also be part of a customer's path for example as a point of contact in the culinary experience.

"The story is an essential part of the image of local food. It is important that we know the origin of the food we are eating. The origin of the food is easy to tell with a story – and at the same time the story can be combined into the customer's experience! A story about local food almost always includes elements of nostalgia and traditions. Also purity, ecology, nature and the countryside are elements that can be brought up while telling a story."⁷

7 Anne Kalliomäki, Tarinakone (Story Machine) Company.



Stories are part of productizing

- Linking stories and information to food and food events increases the social and cultural value of the food
- One should know how to read customers, not everyone is recited the same litany
- The personality of the personnel/entrepreneur has a significant role
- Unstructured, not much productized or branded
- Usually the story includes the origin of the food, in some cases also the history, traditions, one's own family – not the local food traditions or the preparation
- Some entrepreneurs are tired of telling stories
- Has a small part on the website
- Stories are still not used much

Stories about the company's history can be found on the website, but less about the food. The use of stories is not very systematic. The stories are not made for the use of service moments but their content and the story itself depends on the personality of the personnel.

The story-telling is often complemented by using pictures and texts: menu cards, websites, flyers and folders. In some places stories are told in the decor. For example pictures, old Finnish vessels and furniture are used. You can also see the stories in products that are sold.

"It is essential to challenge yourself while telling stories: I try to be part of it, but when I'm having a presentation to some groups, I can see that I'm reciting this same thing again. When you do the same presentation more than once the same day; who owns the place, who runs the place, what the place was before, it becomes a routine. You need to break it; I always try to figure out some way to thing with what I will change it, so that I stay interested as well.

-Entrepreneur of the case project-

Productizing memorable food tourism

- notice the following features

• **Individuality** – the product can be modified.

• **Authenticity** – It is Finnish, local and traditional. The ingredients are produced nearby, and they are fresh and low processed.

• **Story** – Stories about the location and its ingredients. The presentation of the food can itself tell a story. The story can also be the plot of the whole trip.

• **Multisensory** – Taking into account the visual, but also the surrounding milieu.

• **Contrast** – A positive contrast to the customer's daily life, which can also be built in the product itself.

• **Interaction** – The interaction starts with the contact with the customer – interaction between the customers and between the customer and the supplier. The actual interaction and the use of stories is challenging and requires the ability to read the customer.

Motivation is the key to start building the customer experience – how is a potential customer introduced to food tourism? When launching a product, its features should be acknowledged. On a **physical level** the customer experiences the product through their senses. On an **intellectual level** they learn and get new information about e.g. Finns and fresh ingredients. The experience is perceived as a positive chain of emotions and joy, as well as learning new things and possessing other meaningful features. On a **spiritual level** the client experiences an adventurous experience that affects their life. After learning to appreciate fresh ingredients and healthiness the customer's eating habits change and they share their experiences with their friends.

At the end of the publication you will find a link to **experiential food tourism model**, which presents the service path of some young Japanese women before, during and after the excursion (pages 32-40).

What kind of food should be served to tourists?

- Simple, fresh and with pure ingredients
- Origin known
- Locality, traditions, Finnish identity
- Use of seasonal ingredients
- Super Food and Wild Food
- Surprise-menus (Chef's special menu, the customer does not know in advance what they will be served)
- Competitive edge : simple and easy
- No gimmicks, do what we know
- Presentation and good flavour, details matter
- Stronger use of Finnish dessert creams and porridges
- Everybody wants fish, the growing popularity of lake fish

"I became more cautious after being at the training and under company chain supervision. Sometimes I could be a bit more bold and loud."

-Entrepreneur of the case project-



8 Tarssanen & Kylänen 2007. The Experience Triangle Model.

Checklist for an entrepreneur in food tourism - fix these!

Arrival

Think from the customer's perspective, and realise that the arrival is often the first physical contact and a critical one. It does matter, whether there are trashcans or what's left of the owners' uncles' car waiting for you on the parking lot, a broken candleholder or a withered flower arrangement from last spring. The lighting and other details do matter a lot; in general the fact that you know where to park, are you close to the main building or the reception etc. Distances may well be written on signs. Is the customer wandering around? Do they end up on a gray loading area full of roller cages, where the cook is having a cigarette, when the first thing we wanted to show him the beautiful lake landscape with its family of grebe? You can only make a first impression once.

Beginning of the service encounter

Greeting, paying attention, welcoming, smiling, small details, helping the customer, guidance, advising, offering solutions, in general discussing and talking. When the client arrives the situation can start with making coffee and offering some goods: "Let's taste our best strawberries and Raija's berry juice." Show hospitality. How do we greet people for example at home? We don't avoid eye contact or throw their jackets in the cloakroom; we are immediately greeting them at the front door with laughter in our eyes. "How nice of you to come."

Taking care during the service, not abandoning

If a customer is to ski to the mountains for a coffee and a warm apple pie, it is good to see that they also get there in the dark as well. The Finnish woods are a scary place. Even a Finn won't necessarily know how to check the fish net or the fish traps. Also take care of the customer's safety. If you make signboards, make them with class, all the same way. Not a dozen different colours, fonts, sizes or frames.

Ask! Customers often reply

Talk, and the customer will know if they want to hear stories or create actively in their experience. Read the customer, and you will notice if they need more knowledge about the food, culture, the history of the area, local heroes, village idiots, artists, ghosts, legends, elves, gnomes, fairies, bears, deers, or forest spirits. Don't impose, don't always tell the same things, but personalise, make fun, do it in your own way.

Departure

The experience is not over when bill gets paid. Could the departure feature something out of the ordinary? Serve a toast, why not offer a coffee and Finnish Fazer chocolate, and give a local rye bread as a gift or a few gooseberries from the bushes? Or sell a carefully thought-out product from your gift shop. Souvenirs are still very important especially when it involves food. The customer can buy a piece of the experience to take back home. If there is a raspberry bush, direct them to it before going back to the car. It leaves a good memory.

Finnish food is great

Fish soup, pancake, curd bun, a special blueberry pie called "mustikkakukko", braided bun and berry pies will always work. No tricks are needed, make sure you know the basics. The taste comes first without forgetting the aesthetics.

Checklist for Food&Tourism, the essential points for tourism businesses

The location, the company and the products have faces and an interesting story



Locality, traditionality, Finnishness but not ordinariness

Competent staff, pride in one's own work

Networking with other local businesses, common advantage

Cooperation with local producers and other parties - also in logistics

Utilizing the different seasons

"The challenge in Finland is the lack of ambition in the food, being in its infancy. A doughnut is served straight from the freezer and that sort of thing."

-Entrepreneur of the case project-



Lappish Potato Salad prepared by student Noora Eskola

"The milieu sometimes torpedoes everything. For example when you go to the buffet table next to it there is bio trash bucket. Odourless and tasteless, it is the same thing everywhere, hotel- and restaurant chains. The boutique and design hotels also start to all look the same; you know who is the designer. Roughness and an own signature are needed."

-Entrepreneur of the case project-

A Finnish place setting - the overall impression is the asset in tourist destinations

Food&Tourism

Good Finnish water available at all times

- Aesthetics
- Originality
- Presentable and clear
- Finnish crockery
- Not too many components in a dish
- Food is recognizable
- Correct temperatures
- Safety and healthiness

Tricks

WAU!

- Theme is planned and set
- Furniture, tableware, table cloths etc. are adapted to theme
- Simplicity
- No additional decoration
- Not too many colours
- Not too slick
- Bring out the personality

Beetroot Mushroom Pasty prepared by student Noora Eskola



Visibility and availability of the products

- be visible and part of the right channels

"Primitive conditions can be a disaster; a customer needs to know what is coming. The role of marketing is huge! The customer's expectations might be too high."

-Entrepreneur of the case project-



Investing in marketing is still necessary

- Marketing of local food producers and focusing on the actual food: The analysis revealed that local foods have not had enough attention in marketing. In the point of view of experiential food tourism products they should have more marketing to create an image to the customers.
- Working together; local operators (cannot see the strength in working together)
- Impossible to do marketing without the knowledge of own business: how to describe it to a customer. Creating an atmosphere and making small details matter is very challenging from the marketing point of view. The same challenge includes products. The small details should be transmitted to the customer throughout all the service, at the beginning, during the actual service experience and after the whole event.
- The websites sometimes create too high expectations about the company and therefore the experience might not happen as wished. The website should be made so that it gives enough information, but that it leaves something to discover on site. Also surprises make the experience better, but the experience is even more fulfilling if the customer leaves with his expectations surpassed.
- Destinations often have a lot of activities to offer, but these activities are not always mentioned on the website. Especially in tourism it would be good to think of different types of product packages.



Picture is taken in Restaurant Patapirtti

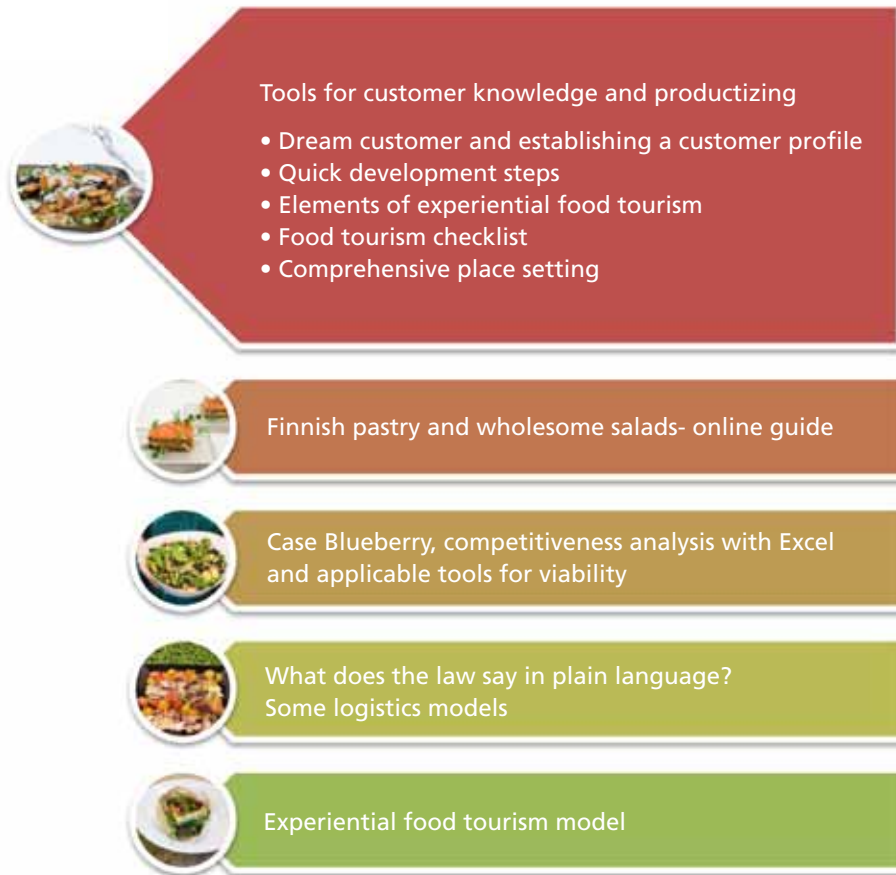


Picture is taken
in Nuuksion Taika

Creating experiences:

Food tourism model

The tools originated during the project



Tourism is nowadays more focused on life seeing than in sightseeing. A traveller wants to explore the Finnish lifestyle. Food & tourism offers great possibilities for this. Locally produced ingredients, the customer's participation in the supply of ingredients (berry and mushroom picking, fishing, etc.) and cooking gives the customer an opportunity to an experiential tourism experience. Locality, traditions and ingredients can be used to create stories that fascinate the customer.

The best meal experience recipe can be the following:

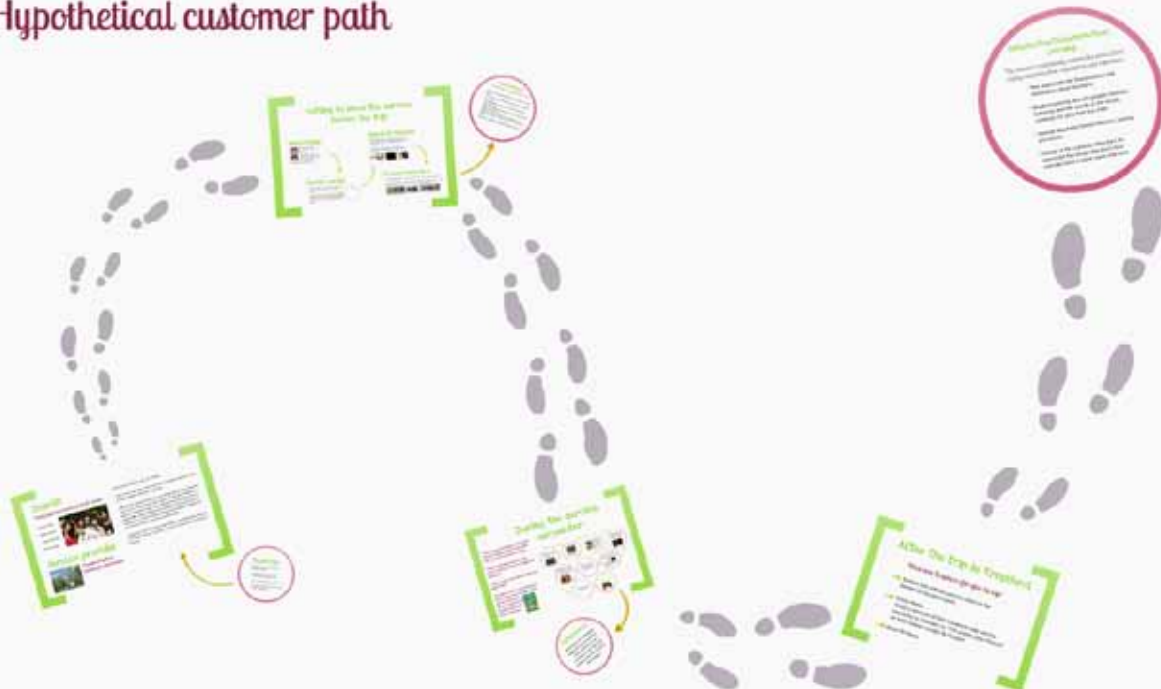
A good introduction, three decilitres of familiar, two teaspoons of surprise, two teaspoons of complexity and to finish two teaspoons of new. Begin with a short presentation, which will focus on the preparation of food. Continue with the familiar and move onto the surprise. Then build on the complexity and finish up with the novelty.⁹

With the development of food tourism the attractiveness of tourism in Finland will rise, which has an impact on the region and the branding of the country – Hungry for Finland!

⁹ Danish Professor Michael Bon Frost, Vitriini Magazine 8/2011

Creating experiences: Food tourism model

Hypothetical customer path



Sources:

- 14 interviews and observations of tourism companies
- VisitFinland, Shigeyoshi Noto: Semiannual report/Japan 2011
- Juha Tuulaniemi: Palvelumuotoilu, 2011
- Stickdon & Schneider: This is Service Design Thinking, 2011

Tourist

Young Japanese women, group of 4 people

- Kazuko Sato
- Reiko Suzuki
- Yoko Takahasi
- Nao Tanaka



Service provider



Tuusula Krapihovi, countryside environment

- University students, age 25-28 years
- Trip only to Finland, in the summer, destination Helsinki and its area nearby. Duration one week.
- Motives for visiting Finland are its food, the Finnish lifestyle and nature. Interested in the origins of the food. They are keen on Finnish design, young designers of Design District. Marimekko, Iittala, Samuji are examples of brands they are interested in. Other Finnish things that Finland is known for are modern dance and wood construction.
- A Japanese film "Ruokala Lokki" (Kamome Shokudo) is filmed in Finland which is another reason why they are interested in Finland.

Getting to know the Service before the trip

Marketing



These women have seen Visit Finland's Hungry for Finland image marketing.

Social media

These women have seen a link on the discussion in the social media about Finland and Finnish Hungry for Finland.

These women have seen a link on the discussion in the social media about Finland and Finnish Hungry for Finland.



Word-Of-Mouth

These women have seen Visit Finland's Hungry for Finland image marketing. They also saw a link on the social media about Finland and Finnish Hungry for Finland.

They also saw a link on the social media about Finland and Finnish Hungry for Finland.



Previous experience

The group of women has visited some of the Nordic countries before. They have traveled in Asia.

They are experienced when it comes to traveling and traveling, and they have experienced that.



Marketing



- These women have seen Visit Finland's Hungry for Finland –image marketing.



- Image marketing leads to Visit Finland website where there is more information about Hungry for Finland –companies and products.

"Finland is not about fancy experiences that you could buy anywhere. Finland is about unique natural experiences."



Krapihovi websites in English and in Japanese

https://www.krapihovi.fi/en?utm_source=facebook&utm_medium=social&utm_campaign=information



Tips for an entrepreneur:



- It is essential to create images: home-like sensation, traditions, making things by hand, one's own vegetable garden, smoke house, bakery, etc.



- A professional website, keeping it updated and fitting the company current theme, not 90's style.



- Website stands out in a positive way, navigation is easy.



- Website is made for your own customer groups, not something for everybody.

- Packaged ensembles, price information can be found.

- Not too much information on the website, storytelling is an art, local food needs to stand out with its producers.

Tips for an entrepreneur:

- The website needs to be realistic, not too slick, and expectations and the reality need to be at the same level. This is not necessarily true at the moment.
- Brochures to the 21-century! What was fresh in 1999 or 2003 is not anymore. Brochures need to stand out: hire a professional. No need of many different brochures, one is enough. It could be something special in its appearance, style, folding or layout. Think of a new approach. Think outside of the box. Do not settle with the ordinary, unless that is what you want to be.



New ways of designing things, courage!

Social media

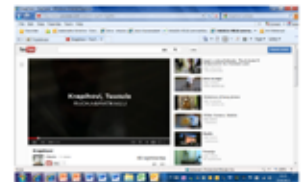
- Travellers have taken a look on the discussion in the social media about Finland and Finnish Hungry for Finland companies.
- Finland and its food are presented as fresh, pure and where nature plays a big role. Nature itself and being in the woods have a peaceful meaning. Everyman's right interests these women as well: there are many things you can pick in the woods.



Tips for an entrepreneur:

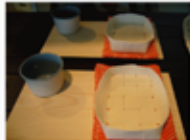
- Do the customers use social media? What services do they use there? From what market area do the customers come from? Is the right channel Facebook, Flickr, Twitter, Pinterest, Youtube?
- The client can share his experiences; take part, have positive visibility for example on Tripadvisor or on another site.
- Visibility in social media, tourism related websites of the area, or also on the town and municipality websites.

Facebook page in Japanese, which has links to articles of Visit Finland
www.tripadvisor.co.uk



Word-Of-Mouth

- Friends have visited Finland. They have talked about the Finnish lifestyle and fresh ingredients. They also mentioned the smoke sauna in Krapihovi and the artist community on the shore boulevard of Tuusula.
- Had the opportunity to pick blueberries and prepared a blueberry pie for the evening dessert in Krapihovi's AliTupa, kitchen Hella.



Picture: Flickr

Expectations

Towards the trip, the programme and the food.

- Want to experience something, which is not possible at home.
- Want to try cooking Finnish food and learn to prepare it themselves.
- Are interested in acquiring the ingredients from the woods, wild food.
- Interested in features like the taste, visuals, presentation, health, and wellbeing.
- Expect to get individual service, guidance and advice.
- Want to know about the cooking, traditions and culture of food.
- Expect to experience the true local lifestyle and culture.

Previous experience

- The group of women has never been to the Nordic countries before. Have mainly travelled in Asia.
- They are chameleons when it comes to consuming and travelling, and they have experiences from youth hostel type places to design hotels and are also interested in street food.



Pictures: Kristina Havas, Puntaharjun Valssomotelli

Tips for an entrepreneur:

- Make experiences that will arouse all the senses (visual, presentation, smells, flavours etc.)
- Try to understand how the customer thinks.

During the Service encounter

A hundred year old Kirapi is located in the Finnish countryside by the Tuusula lake. The area has a rich cultural heritage.

Restaurant Kirapihoovi preserves and creates culinary traditions in a idyllic villa atmosphere.

The pearl grey colored main building was built in 1883.

In Kirapi you can eat, have meetings or private events, stay overnight, visit the summer theatre, play golf and enjoy the heat of smoke sauna at all seasons of the year.



EXPERIENCES

What kind of individual experiences customers have of the service provider/ service/ trip/ food during the service encounter?

After the trip in Krapihovi

What does Krapihovi offer after the trip?

- Sends a link with the pictures taken in the kitchen to the participants
- Social Media:
Sends a reminder of their Facebook-page and the possibility to comment on "Tell a story about Finland" on Visit Finland, Hungry for Finland
- Word-Of-Mouth

Satisfaction/Dissatisfaction/ Learning

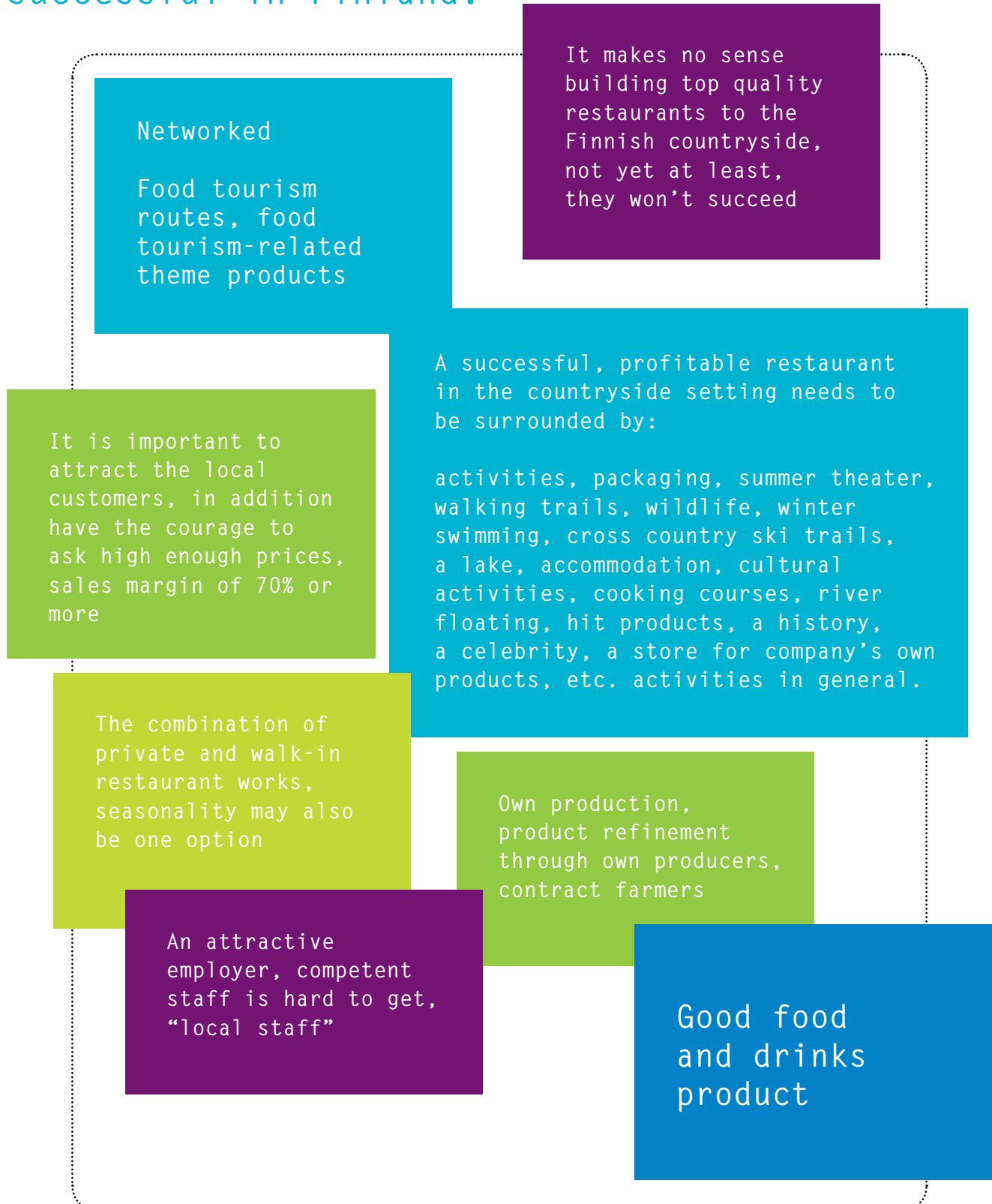
The customers individually evaluate the service/food/trip by comparing their expectations and experiences.

- They appreciate the food pureness and information about its origins.
- Blueberry picking was a highlight: the trees humming and the sounds in the woods, quietness for girls from big cities.
- Learned about the Finnish lifestyle, cooking and woods.
- Change in the customer: they learn to appreciate the things they don't have everyday back in Japan more and more.

You may also find the Food tourism model also as a Prezi-presentation format:
<http://ruokajamatkailu.wordpress.com/tyokaluja/>



What kind of food tourism company could be successful in Finland?





Appendix

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Appendix 1.

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English translation:

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Students from Haaga-Helia University of Applied Sciences, involved through courses and thesis work:

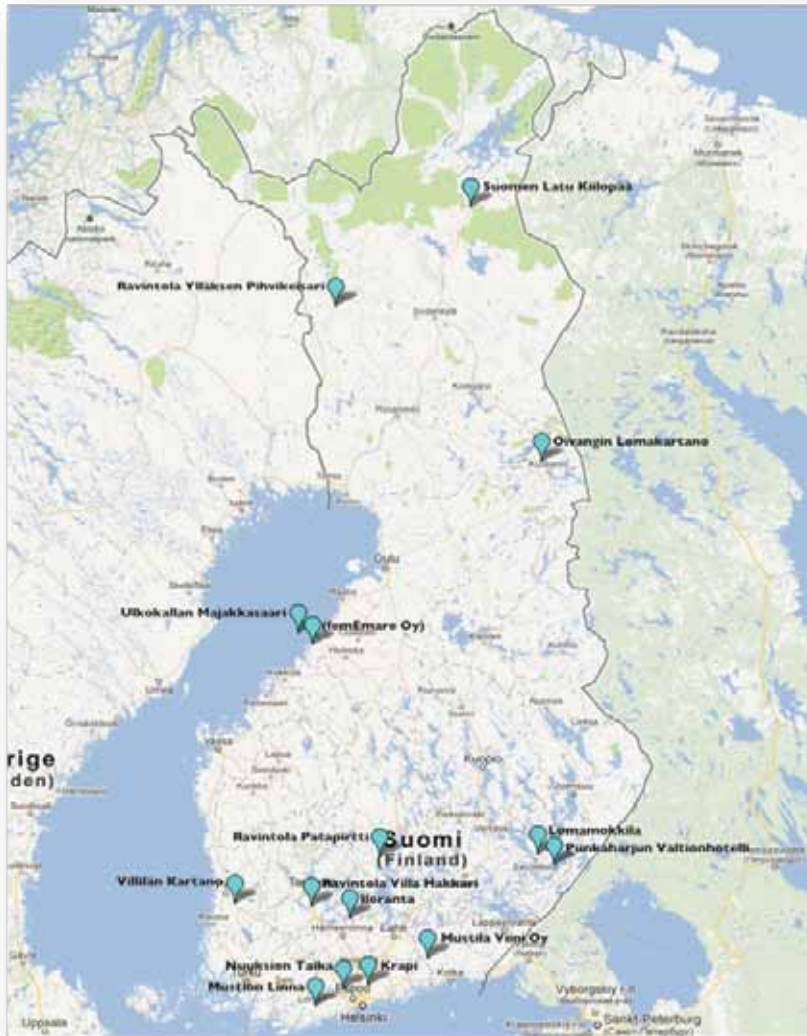
17 thesis during the first part of the project 2012-2013

Academic year 2012-2013, students from Degree Programme in Hotel and Restaurant Business, Degree Programme in Tourism Management and Degree Programme in Hotel and Restaurant Management. Project involved around 200 students.

Appendix 2. Steering Group of the FOOD&TOURISM project

- Kirsi Viljanen, Local Food Coordinator, Ministry of Agriculture and Forest, Chairman of the steering group
- Lauri Tuomi, Vice President, Haaga-Helia University of Applied Sciences
- Heidi Valtari, Specialist, Food Finland Theme Group,
- Terhi Hook, Product Development Manager, Visit Finland – Finnish Tourist Board
- Päivi Töyli, True Flavours Project, Project Manager at University of Turku
- Liisa Niilola, Executive Director, Maa- ja kotitalousnaisten Keskus ry
- Anni-Mari Syväniemi, Ombudsman for Foodculture at MTK, The Central Union of Agricultural Producers and Forest Owners
- Ritva Jäättelä, Senior Lecturer at Laurea University of Applied Sciences
- Reijo Martikainen, Senior Officer at Agency for Rural Affairs
- Anneli Leivo, Manager, Nature Recreation Services at Metsähallitus
- Mariaana Nelimarkka, Freelance journalist, beer and food writer
- Markku Halmeenmäki, Programme Director, Degree Programme in Hotel and Restaurant Management
- Outi Westman, Programme Director, Degree Programme in Culinary Management

Appendix 3. Participating case companies and their short descriptions



- Lomamokkila, Savonlinna, www.lomamokkila.fi
- Punkaharju State Hotel, www.punkaharjunvaltionhotelli.fi
- Nuuksion Taika, Nuuksio, www.nuuksiontaika.fi
- Hauho Iloranta, Hauho, www.iloranta.fi
- Svartå Manor, Raasepori, www.mustionlinna.fi
- Restaurant Krapihovi, Tuusula, www.krapi.fi
- FemEmare, Ukkokallan kari, www.fememare.fi
- Mustila Winery, Elimäki, www.mustila.com
- Villilä Manor, Nakkila, www.villilankartano.fi
- Oivangin lomakartano, Kuusamo, www.oivanginlomakartano.fi
- Restaurant Patapirtti, Farm Uusi-Yijälä, Jämsä, www.patapirtti.fi
- Kiilopää, Suomen Latu, www.suomenlatu.fi/kilopaa
- Restaurant Villa Hakkari, Lempäälä, www.villahakkari.fi
- Restaurant Pihvikeisari, Ylläs, www.pihvikeisari.com

Farm House Accommodation Lomamokkila, Savonlinna

Company has long traditions in accommodating guests. They offer cozy, Finnish, farmhouse accommodation and various activities, even international. Lomamokkila is close to the city of Savonlinna and Savonlinna Opera Festival. During the Opera Festival, their traveler profile also changes a little. Otherwise visitors are families with children and tourists interested in nature and countryside. Their food is generous and honest Finnish home cooking. They invest in local ingredients.

Punkaharju State Hotel

The setting of Punkaharju State Hotel, national landscape and ridge areas with walking trails are fascinating. The atmosphere of a bygone era in the middle of a Finnish lake region. A peaceful, private place in the middle of the forest. In the main role is imaginative, tasty and visual food product. The atmosphere is serene and romantic, and still there is the opportunity to various activities.

Nuuskion Taika, Nuuksio

Nuuskion taika located on the shore of the lake Poikkipuoliainen, just about an hour drive from Helsinki. The company's strengths lie in welfare thinking, relaxation, folklore, surrounding nature and food that is good for you. The entrepreneur has really invested in storytelling, which can be seen throughout in the company's operations. It is strongly based on the nearby nature and the experiences that it offers.

Family Resort Hauho Iloranta, Hauho

Long-established farm tourism and family resort that has a genuine summer camp feeling. In Iloranta customer loyalty is inherited. It is extremely popular all year round, they offer theme weekends, sports and meetings. The company has very active attitude and passion for local foods, the foods and cuisine of Häme. They have different food celebrations, e.g. Finnish Harvest Parties, Feasts of the Iron Age, Medieval Feasts and they serve menu of Niskavuori. Iloranta has taken care of its guests for over 70 years.

Svartå Manor, Raasepori

A dignified, manor-like yard with gardens. Svartå Manor relies on local food, they have worked on it for the last three years. It also shows from their well-structured website, where they also bring forward small producers. Their visitors are mainly corporate guests, foreign travelers and different groups. Their museum tells stories e.g. about the history of Svartå Manor and they have own Summer Theatre. Service culture in Svartå Manor is impeccable, without being stiff. They offer interesting food courses and people travel even longer distances to come to their restaurant.

Restaurant Krapihovi, Tuusula

100-year-old Krapihovi is located on the historical Tuusulan rantatie. Their operations are based on genuine encounters and food that is prepared at their own kitchen. The story is created through history, food and Finnish hospitality. At Krapihovi they do things they are good at, even international guests are offered Finnish food experiences. In addition to Restaurant Krapihovi, they offer accommodation, restaurant Mankeli and Beer Garden, Summer Theatre, Hella kitchen, wine cellar, smoke sauna, own curehouse, meat cutting plant and bakery.

Lighthouse FemEmare, Ulkokallan kari

FemEmare is located on the islet of Ulkokalla in the Gulf of Bothnia. It is on the outer sea about 22 km offshore from Kalajoki. Real archipelago atmosphere on a lighthouse island. They arrange theme trips, different celebration events and meetings at request at the former residence of the lighthouse keepers. They have the possibility for overnight stays and they also arrange daytrips. FemEmare has invested in local food, where fish plays a big role. The rugged but beautiful landscape is something that all visitors will surely remember afterwards.

Mustila Winery, Elimäki

Mustila, at Elimäki, is a diverse destination: it contains Mustila Viini Oy, Mustila Plant nurseries, Arboretum Mustila, giftshop Piika ja Renki, a café and varying art exhibitions, specialty shop Alppiruusun tuottajatori that sells agricultural products and a local food restaurant. Wines, different jellies and jams etc. are the main products

of Mustila Winery. Some wines, for example Koppelon Kujerrus and Mustan Everstin Kosto have fascinating stories behind them. At farms wine chamber they arrange wine presentations and tasting events where participants e.g. get to test products of local cheese-makers.

Villilä Manor, Nakkila

Villilä Manor is located close to Nakkila church. Food is their main product but they also offer accommodation at the former animal husbandry school dormitory. The historical buildings and facilities of Villilä Manor offer different venues for business events and family celebrations. As additional program they arrange e.g. wine tastings or teach visitors how to make soap and lotions the old-fashioned way. Their stone barn used to be the largest in Finland with 180 cows. Today the barn hosts Villilä Studios. When the studio is not rented for film production, it can be used as a dining facility for groups up to 200 people. Villilä Manor's Kesäkaaffila –café is open at summertime, other services are open at request.

Holiday resort Oivangin Lomakartano, Kuusamo

A holiday resort located in the beautiful nature of Kuusamo, run by family entrepreneurs. Oivangin Lomakartano offers a all year round experience to domestic and foreign travelers and corporate clients. Food is a significant of company's operations and they also provide accommodation. As one of the activities the guests have the possibility to go to collect the fish from the fish nets. Locally produced ingredients are self-evident for them. They are partially self-grown and production of the own farm. Nature is present both outdoors and indoors. Food is hand-crafted with love, while respecting the ingredients.

Restaurant Patapirtti, Jämsä

Patapirtti is located right next to Himos Ski Resort. Restaurant and wines are their main focus, but they also offer accommodation. In the yard there is growing berry bushes and vegetable garden products, we are on an organic farm. Farm's origin dates back to the 1500's. Their goal is that all guests leave the resort with a good feeling. The culinary traditions of Häme include berries and also jams and thickened fruit juice, which are made of them. Uusi-Yijälä farm also produces Finnish berry wines. A huge oven for 48

bread dominates the farmhouse livingroom and there is a cozy, little bit smoky scent.

Cross country skiing resort, Kiilopää, Suomen Latu

Their food product is made to serve people who are interested in different activities and experiences are primarily derived from the nature. À la carte restaurant Pihvitupa Kammi offers Lappish food and a buffet at lunch and dinner. They have accommodation for 130 people, meeting facilities and different activities. Company has traditional values and various opportunities for active sports. Place is ideal area for families and active people, who seek the magic of Lapland. They have smoke sauna and a possibility to take a dip in a cold mountain creek. Kiilopää is an ideal place for relaxation and nature tourism. If you seek busy nightlife, this may not be the best place for you.

Restaurant Villa Hakkari, Lempäälä

In Villa Hakkari's idyllic, empire style manor setting you can sense the atmosphere of a bygone era. Restaurant is located right next to Kuokkala Museum Road and arboretum garden. In Villa Hakkari it is possible to arrange different meetings, enjoy lunch and dinner, stop by the terrace or Summer Theatre and have different celebrations at request. In rapid scenery, next to the rose garden and orchard you can enjoy of the seasons best ingredients that are professionally prepared on the spot. For example zucchini, plums, fruits and berries are grown at their own garden. In the restaurant they use Finnish ingredients and make European food. Local produce is used when it is available.

Restaurant Pihvikeisari, Ylläs

High-class steakhouse in Ylläs. Customers are mainly vacationers from south and abroad, and they have also corporate guests. They are passionate about food and their ingredients are local or their own production. High-quality, delicious food seasoned with exotic flavors of Lapland and they serve more than just reindeer. In Pihvikeisari they believe in wild herbs, locality and genuine flavors. Local producers are mentioned at company's website. Their own products are also manufactured for sale, they make jams, jellies, beverages, canned game meat, syrups, sauces and juices.

Appendix 4. Summary of the interview material

Jukka Salmi

What all of these sites have in common, is relatively small-scale operations and attraction factor that is related to the countryside or farm products. Companies are strongly associated with people's leisure time, holidays and celebrations. Almost all swear by local and / or organic food and appreciate the things that distinguish them from the mass market. They are rebels in many ways, choosing their own path. To them ABC Finland is a dirty word and the various regulations and sections of law certainly won't make their everyday lives easier. This is particularly emphasized in the wine production, where the law clearly does not keep up with the development and hinders the farm wine marketing and sales. Many drawbacks also arise when considering the fish or while obtaining a marketing authorization for locally grown meat.

In most cases, entrepreneurs are couples, farm and/or land owners or heirs. Usually there is a story behind company's history. The reason why a company was founded is not always the most obvious, but a sum of many different things. It can be location, the history of the area, genetic factors, a desire to make a dream come true or something else. And how about the resources? Many of the places are run by entrepreneurs and success is due to their hard work. Alarmingly many sites are fighting to survive and the pressure has to be quite hard, when they are trying to get through seasons. Nevertheless, based on this material worries and concerns are not the main thing. In many cases entrepreneurs are well aware of the risks of their operations, but still feel that the work gives them so much that it makes it meaningful to continue. Not many are able to make a fortune out of it, but entrepreneurs often feel that they are doing the kind of work that has other than monetary value. They want to maintain traditions, bring plausible alternative for mass production or to provide experiences that travelers feel are genuine and made with heart. The strength of these places lies in the diversity and flexibility that cannot be found in bigger, chain operated stores. Customers are the kings and queens and they are treated as if they were own relatives that are visiting. For many travelers this is absolutely unique and only the price, distance or other lack of opportunity prevents them from revisiting soon. Because of that most of the visitors are first-timers or have visited the site only couple times before. Of course there are some exceptions, when the regular customers are vital for the continuity of operations. In Finland holidays and high seasons have big

impact in companies and through those seasons they usually work twice as hard. Entrepreneurs swear by locally produced domestic ingredients, but are unable to take those ideas into action, i.e. to bring the ingredients cost-effectively and meaningfully all the way to the consumer's table.

Often companies offer at least some kind of accommodation services. In these cases you would expect that the ingredients of the products that are being served, would come from nearby and that there is knowledge of what kind of life cycle it has had or by whom it has been produced. The material suggests that this is not always the case. There is an obvious demand for local and organic food, but at the consumer's point of view there are unbelievable obstacles on the way. Rationally thinking they make no sense and feel like they are made-up. Why can't we serve customers fish caught from the local lake? Why does meat have to travel hundreds of kilometers to slaughterhouses, when it eventually returns back to the same place? Why it is so hard to buy wines to go and liqueurs may not be purchased at all? Questions like these bother customers and also producers, and surely makes the work more burdening. Feels like we are not always getting the needed support and understanding from the officials. This is certainly a matter that should be addressed to, because at least a layman would like to think that everyone is trying to work together, in order to create the best circumstances for companies to pursue their work based on local food.

Regionally, the main focus is in Southern Finland, which is understandable because half of the population lives in Southern Finland, below the city of Tampere. Some of the entrepreneurs also originally come from a different area than where their company is located. Perhaps that is the reason why they feel that they understand what kind of need the tourists coming from Southern Finland may have. Efforts have been made to attract more customers and to increase customer satisfaction, but still most have a lot of work in raising awareness. According to the material the internet is the primarily marketing channel. Surprisingly a lot of people feel that the word-of-mouth marketing and recommending are the best ways to attract new customers, direct feedback surely is honest. When customers encounter the owners of these places they sometimes tell that they came, because someone recommended the place for them. Quite many companies have also

taken the next step in marketing and taken care of that crowdsourcing channels like TripAdvisor, get the attention they need and that the feedback received through them will be answered as well. That is something that even the big chain stores don't always understand to do these days. Companies surely have their hands full of work, but regional organizations make their burden a bit lighter. Regional awareness usually triumphs over the companies. This can also be a bad thing, e.g. when considering Ski centers. There the companies are under the name of the destination area and do not have own identities in the eyes of consumers.

To many foreigners these places offer unique experiences in the pure nature of Finland. This does not require huge efforts from the entrepreneurs and for that reason the details are emphasized. They put themselves on the line in order to have satisfied customers and also invest in services. Based on the material, you get an impression that customers are in a totally unique position and they are offered caring that touches every sense. Experience will leave a memory trace that they will want to experience again. This kind of devotion to their cause should be a more widespread phenomenon. From the material you get the feeling that the smaller markets and limited resources have a role in how much the business owners are willing to do in order to make their customers satisfied. For small entrepreneurs each and every customer is important and they cannot afford to be frivolous or selective. Partially because of the limited resources the entrepreneurs have to target their marketing. By doing that, they won't end up in situations where they don't have something that is being asked and are not forced to take financially bad offers. In many places lunch is one of such things.

Tourism entrepreneurship in Finland requires a certain attitude that can be recognized in the case companies. They hold on to their principles e.g. about local food and at the same time they also have to make their operations profitable. Few companies have been founded based only on cold facts, aiming for the maximum profit. Entrepreneurs have wanted to do things according to their own visions and without compromising the values that they have. This means long hours, flexibility without a direct financial benefit, much effort and hard work. But also offer awesome experiences, not only for the customer but for the entrepreneurs as well. For many entrepreneurs the customers are the reason why they do what they do.



HUNGRY FOR
FINLAND

EAT LOCAL

EAT SLOW

EAT PURE

EAT WILD



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